

Dec-17-99 02:27pm From-VSE-CONTRACTS-PURCHASING

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T-007 P.03/03 F-107

<b>SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, &amp; 30</b>				1. REQUISITION NUMBER		PAGE 1 OF 74	
2. CONTRACT NO. DAAB15-00-A-1011		3. AWARD/EFFECTIVE DATE <b>DEC 17 1999</b>		4. ORDER NUMBER		5. SOLICITATION NUMBER	
7. FOR SOLICITATION INFORMATION CALL: <b>Jane Borden</b>				b. TELEPHONE NUMBER (No collect calls) (703)325-1709		8. OFFER DUE DATE/ LOCAL TIME	
9. ISSUED BY  USA CECOM ACQUISITION CTR - WASHINGTON 2461 EISENHOWER AVENUE (AMSEL-AC-WB-B) ALEXANDRIA, VA 22331-0700				10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED <input type="checkbox"/> SET ASIDE: _____% FOR  <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> SMALL DISAV. BUS.  <input type="checkbox"/> S(A)  SIC: SIZE STANDARD:		11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE  <input type="checkbox"/> 13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)  13b. RATING D3  14. METHOD OF SOLICITATION <input type="checkbox"/> RFQ <input type="checkbox"/> IFB <input type="checkbox"/> RFP	
15. DELIVER TO: CODE <b>In accordance with Individual Task Orders</b>				18. ADMINISTERED BY CODE <b>See Block 9</b>			
17a. CONTRACTORY OFFEROR CODE 31902 FACILITY CODE  VSE Corporation 2550 Huntington Ave. Alexandria, VA 22303-0499				18a. PAYMENT WILL BE MADE BY CODE  <b>In accordance with Individual Task Orders</b>			
17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER				18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a UNLESS BLOCK BELOW IS CHECKED <input type="checkbox"/> SEE ADDENDUM			
19. ITEM NO.	20. SCHEDULE OF SUPPLIES/SERVICES		21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT	
See Attached Pages <small>(Attach Additional Sheets as Necessary)</small>							
25. ACCOUNTING AND APPROPRIATION DATA						25. TOTAL AWARD AMOUNT (For Govt. Use Only)	
<input type="checkbox"/> 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4, FAR 52.212-3 AND 52.212-5 ARE ATTACHED. <input type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED <input type="checkbox"/> 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4. FAR IS ATTACHED. ADDENDA <input checked="" type="checkbox"/> ARE <input type="checkbox"/> ARE NOT ATTACHED							
28. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN <input type="checkbox"/> TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.				29. AWARD OF CONTRACT: REFERENCE _____ OFFER <input type="checkbox"/> DATED _____ YOUR OFFER ON SOLICITATION (BLOCK 3), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH			
30a. SIGNATURE OF OFFEROR/CONTRACTOR 				31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER) 			
30b. NAME AND TITLE OF SIGNER <b>Deborah R. Blakeman Assistant Vice President</b>		30c. DATE SIGNED <b>17 Dec 1999</b>		31b. NAME OF CONTRACTING OFFICER <b>Ana M. Kimberly Contracting Officer</b>		31c. DATE SIGNED <b>DEC 17 1999</b>	
32a. QUANTITY IN COLUMN 21 HAS BEEN  <input type="checkbox"/> RECEIVED <input type="checkbox"/> INSPECTED <input type="checkbox"/> ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED				33. SHIP NUMBER  <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL		34. VOUCHER NUMBER	
32b. SIGNATURE OF AUTHORIZED GOVT. REPRESENTATIVE				32c. DATE		35. AMOUNT VERIFIED CORRECT FOR	
41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT				36. PAYMENT <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL		37. CHECK NUMBER	
41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER				38. S/R ACCOUNT NUMBER		39. S/R VOUCHER NUMBER	
41c. DATE				42a. RECEIVED BY (Print)		40. PAID BY	
42b. RECEIVED AT (Location)				42c. DATE REC'D (YYMM/DD)		42d. TOTAL CONTAINERS	

AUTHORIZED FOR LOCAL REPRODUCTION

SEE REVERSE FOR OMB CONTROL NUMBER AND  
PAPERWORK BURDEN STATEMENTSTANDARD FORM 1449 (10-95)  
Prescribed by GSA FAR (48 CFR) 53.212

<b>SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, &amp; 30</b>				1. REQUISITION NUMBER		PAGE 1 OF 74	
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9. ISSUED BY <div style="text-align: right;">CODE    W4GV46</div>  <b>USA CECOM ACQUISITION CTR – WASHINGTON 2461 EISENHOWER AVENUE (AMSEL-AC-WB-B) ALEXANDRIA, VA 22331-0700</b>		10. THIS ACQUISITION IS <input checked="" type="checkbox"/> UNRESTRICTED <input type="checkbox"/> SET ASIDE: _____% FOR  <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> SMALL DISAV. BUS.  <input type="checkbox"/> S(A)  SIC: SIZE STANDARD:		11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED <input type="checkbox"/> SEE SCHEDULE		12. DISCOUNT TERMS Net 30	
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				13b. RATING D3			
				14. METHOD OF SOLICITATION <input type="checkbox"/> RFQ <input type="checkbox"/> IFB <input type="checkbox"/> RFP			
15. DELIVER TO:		CODE		16. ADMINISTERED BY			
<b>In accordance with Individual Task Orders</b>				<b>See Block 9</b>			
17a. CONTRACTOR/ OFFEROR		CODE		31902		FACILITY CODE	
<b>VSE Corporation 2550 Huntington Ave. Alexandria, VA 22303-0499</b>				<b>In accordance with Individual Task Orders</b>			
<input type="checkbox"/> 17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER				18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a. UNLESS BLOCK BELOW IS CHECKED <input type="checkbox"/> SEE ADDENDUM			
19. ITEM NO.		20. SCHEDULE OF SUPPLIES/SERVICES		21. QUANTITY		22. UNIT	
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30a. SIGNATURE OF OFFEROR/CONTRACTOR				31a. UNITED STATES OF AMERICA <i>(SIGNATURE OF CONTRACTING OFFICER)</i>			
30b. NAME AND TITLE OF SIGNER		30c. DATE SIGNED		31b. NAME OF CONTRACTING OFFICER <b>Ana M. Kimberly Contracting Officer</b>		31c. DATE SIGNED	
32a. QUANTITY IN COLUMN 21 HAS BEEN  <input type="checkbox"/> RECEIVED <input type="checkbox"/> INSPECTED <input type="checkbox"/> ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED				33. SHIP NUMBER		34. VOUCHER NUMBER	
				<div style="text-align: center;"> <input type="checkbox"/> PARTIAL      <input type="checkbox"/> FINAL         </div>		35. AMOUNT VERIFIED CORRECT FOR	
				36. PAYMENT <input type="checkbox"/> COMPLETE <input type="checkbox"/> PARTIAL <input type="checkbox"/> FINAL		37. CHECK NUMBER	
32b. SIGNATURE OF AUTHORIZED GOVT. REPRESENTATIVE		32c. DATE		38. S/R ACCOUNT NUMBER		39. S/R VOUCHER NUMBER	
41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT  41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER		41c. DATE		42a. RECEIVED BY <i>(Print)</i>		40. PAID BY	
				42b. RECEIVED AT <i>(Location)</i>			
				42c. DATE REC'D <i>(YY/MM/DD)</i>			

BPA COVER PAGE

BEST VALUE

BLANKET PURCHASE AGREEMENT

FEDERAL SUPPLY SCHEDULE

In the spirit of the Federal Acquisition Streamlining Act (FASA), the CECOM Acquisition Center - Washington and VSE Corporation enter into an agreement to facilitate the acquisition of Research & Development Support Services, Systems Engineering Integration Support and Information Technology Services from the General Service Administration (GSA) Federal Supply Schedule (FSS) Contract(s) GS-10F-0103J

Federal Supply Schedule contract BPA's reduce contracting and open market costs. Teaming Arrangements are permitted with Federal Supply Schedule BPA holders in accordance with the terms of their GSA contracts.

The parties agree that the Terms and Conditions set forth in the above referenced GSA FSS contract(s), this BPA and those set forth in the individual delivery order shall govern performance on that order. In no event will the Terms and Conditions set forth in either this BPA or the individual order be construed as changing the scope of the GSA FSS Contract(s) set forth above.

ANA M. KIMBERLY  
Contracting Officer

DONALD M. ERVINE  
CEO  
VSE CORPORATION

If "Teaming" and your BPA Team Arrangement permits direct ordering to Team Partners, have each Team Partner sign and date below indicating agreement and compliance with the Terms & Conditions set forth in this document.

On this page, each Team Partner must provide the company name, title of individual, and GSA contract number.

_____	
BPA Teaming Partner	DATE
Title	
Company Name	GSA Contract Number:

_____	
BPA Teaming Partner	DATE
Title	
Company Name	GSA Contract Number:

_____	
BPA Teaming Partner	DATE
Title	
Company Name	GSA Contract Number:

(add/delete signature blocks as needed to accommodate team size)

The BPA Holder's Program Manager may make unilateral changes to the makeup of the BPA's Team. This may occur at any time during the life of the BPA. To make these changes the Program Manager must notify the Government in writing and provide a copy of this page with the appropriate signature(s). Note that any order issued prior to the change must be completed with the Team membership that was current at the time the order was placed unless agreed to by the ordering PCO.

CECOM Acquisition Center - Washington  
BLANKET PURCHASE AGREEMENT  
R&D SUPPORT SERVICES, SYSTEMS ENGINEERING AND INTEGRATION  
SUPPORT

Pursuant to General Services Administration (GSA) Federal Supply Schedule (FSS) contract number(s) GS-10F-0103J ("Contract(s)"), a Blanket Purchase Agreement (BPA) is hereby established between VSE Corporation and the CECOM Acquisition Center - Washington, D.C under the terms and conditions of the above stated contract(s) and the following terms and conditions incorporated in this BPA:

ADMINISTRATIVE DATA

Primary Point of Contact:

**Phillip Marsh, Contract Administrator**

(Provide complete name, title,

**Marsh\_Phil@vsebav.com**

corporate address, electronic mail

**2550 Huntington Avenue, Alexandria, VA 22306**

address and phone number)

**(703) 329-4742**

Alternate Point of Contact:

**Deborah R. Blakeman, Assistant Vice President**

**Blakeman\_Deborah@vsecorp.com**

**2550 Huntington Avenue, Alexandria, VA 22306**

**(703) 329-4458**

Are you a Small Business under the SIC Code 8711 (Engineering Services

YES \_\_\_\_\_ NO X \_\_\_\_\_

Are you a Small Business Administration (SBA) certified Small Disadvantaged Business (SDB)? YES \_\_\_\_\_ NO X \_\_\_\_\_

Are you a Woman-Owned Business? YES \_\_\_\_\_ NO X \_\_\_\_\_

CAGE CODE: **31902** \_\_\_\_\_

DUNS NUMBER: **04-999-7380** \_\_\_\_\_

TIN: **54-0649263** \_\_\_\_\_

Cognizant DCMC Office (Include complete address):

**Defense Contract Management District East**

**Defense Contract Management Command, Baltimore**

**217 East Redwood Street, Suite 1800**

**Baltimore, MD 21202-5299**

DCMC POC Email Address:

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Cognizant DFAS Office (Include complete address):

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DFAS POC Email Address:  
**DFAS-Columbus Center**  
**South Entitlement Operations**  
**P.O. Box 182264**  
**Columbus, OH 43218-2264**

(A) AUTHORITY

This BPA is entered into pursuant to the terms of the BPA holder's FSS contract and FAR 8.404(b) (4).

(B) DESCRIPTION OF AGREEMENT

Under this agreement, the BPA holder will provide RDT&E Support Services (RDT&ESS), systems engineering integration support, support for system acquisition programs and development planning projects during all phases of the acquisition cycle, and information technology support. These services will be provided when ordered by an authorized Contracting Officer during the specified period stated in section G.13 of this BPA

RDT&E Support Services,(MOBIS)

YES ☒ NO ☐

Computer Related Services (SIN 132-51) YES ☐ NO ☒

(C) SERVICES AVAILABLE UNDER THIS BPA

Attachment A (provided by the BPA holder) contains a listing of all services. The listing shall contain the BPA holder's name, FSS contract number, FSS ordering number, name, and description for each labor category which may be ordered under this BPA with accompanying FSS and discounted rates including overtime rates where applicable. Pricing shall be provided for all years currently covered under the BPA holder's FSS contract. Each BPA holder or BPA team must check which site(s) services are being offered under this BPA (provide separate price lists for different locations as necessary).

- ☒ Fort Belvoir, VA
- ☒ Fort Hood, TX
- ☒ Aberdeen Proving Ground, MD
- ☒ Fort Leonard Wood, MO
- ☒ Picatinny, NJ
- ☒ Military District of Washington

X Fort Bragg, NC  
X BPA Holder Facility  
\_\_\_\_\_ Others (Please list)

(D) PRICING

The prices (loaded labor rates) included on the BPA list (or applicable “discounted” rates submitted in a proposal response to an RFQ resulting in the award of an order) that are in effect on the effective date of an order shall govern that order’s basic performance period. With regard to any option for an additional period of performance, the prices for the option period shall be established at the time of the initial order, using the BPA list of rates for the option period (or applicable discounted rates) and the established prices shall govern if the option is exercised; provided that if the contractor has been authorized a rate increase culminating from a negotiation under the Economic Price Adjustment provision of their GSA Schedule, and if such rates are approved and incorporated in the BPA before the exercise of the option, the increased rates would become applicable on the effective date as provided in their GSA Schedule to a later exercised option. Likewise, if there is a rate decrease in the GSA Schedule, the reduced rates would become applicable. CAVEAT: The contractor shall submit a request for a price increase as described above in a timely manner as no price increase shall apply to an order absent approval by the Contracting Officer and modification of the order to reflect the increase. The BPA holder shall update the BPA price list within 24 hours of a change in Schedule prices to insure that the BPA pricing remains current.

The BPA holder can voluntarily reduce prices at any time by giving 24 hour advance notice (by facsimile or electronic-mail) to the Contracting Officer. When in effect, the new price list will be posted on the BPA holder’s Internet site and made immediately available to all authorized BPA users. This BPA does allow for additional discounts if a “large order” is placed at one time. Whether an order is large enough to qualify for a discount is subject to the discretion of the BPA holder.

The BPA holder may also increase BPA prices whenever the GSA schedule rates increase. Any BPA price increase shall not take effect until the Contracting Officer receives written notification. In no event will the prices under this BPA exceed those on the applicable GSA schedule. Any order already issued shall not be affected by any change to BPA pricing (except as changes may apply to option years as described in D.1. above, if applicable). The prices offered under this BPA will undergo annual review by the Contracting Officer.

(E) MODIFICATION PROPOSALS

Modification proposals to this BPA shall be submitted to CECOM Acquisition Center – Washington.

(F) PREVAILING TERMS AND CONDITIONS

All orders placed against this BPA are subject to the terms and conditions of the GSA FSS Contract and all clauses and provisions in full text or incorporated by reference herein:

(F.1). Incorporated by reference:

FAR 52.245-5 GOVERNMENT PROPERTY (COST-REIMBURSEMENT, TIME-AND-MATERIAL, OR LABOR-HOUR CONTRACTS) (JAN 1986)

(F.2) In full text are:

(F.2.A) ORGANIZATION CONFLICT OF INTEREST

Notice of Inclusion of Organizational Conflict of Interest Clause

a. The provisions of FAR Subpart 9.5 concerning organizational conflicts of interest govern orders issued under this BPA.

b. Potential conflicts may exist in accordance with FAR 9.505-1 through 9.505-4.

c. The Contracting Officer will determine on a case-by-case, order by order, basis whether a conflict of interest is likely to arise.

d. To avoid or mitigate a potential conflict, the Contracting Officer will impose appropriate constraints, such as the following.

1. The contractor agrees that if it provides under a BPA order systems engineering and technical guidance for systems and programs but does not have overall contractual responsibility, it will not be allowed to be awarded a contract to supply the system or any of its major components or be a subcontractor or consultant to a supplier of the system or any of its major components (FAR 9.505-1).

2. The contractor agrees that if it assists in the preparation of nondevelopmental specifications or of work statements for a system or services for a competitive acquisition under a BPA order, it will not be allowed to furnish these items, either as a prime contractor, a subcontractor or as a consultant (FAR 9.505-2).

3. The contractor agrees that if it gains access to proprietary data of other companies, it will protect such data and it will not use such proprietary data in supplying systems or components in future competitive procurements (FAR 9.505-4). In addition, the contractor agrees to protect the proprietary data and

rights of other organizations disclosed to the contractor during performance of any Task Order with the same caution that a reasonably prudent contractor would use to safeguard highly valuable property. The contractor also agrees that if it gains access to the proprietary information of other companies, that it will enter into an agreement with the other companies to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

4. The contractor agrees that it shall not distribute reports, data or information of any nature arising from its performance under this BPA, except as provided by the Task Order or as may be directed by the Contracting Officer.

5. Subcontracts: The contractor shall include the provisions at 3 and 4, including this paragraph, in agreements with consultants or subcontracts of any tier which involve access to information covered above. The use of this clause in such subcontracts shall be read by substituting the word "consultant" or "subcontractor" for the word "contractor" whenever the latter appears.

6. The contractor further agrees that it will neither evaluate nor advise the Government with regard to its own products or activities. The contractor will objectively evaluate or advise the Government concerning products or activities of any prospective competitors.

7. Government representatives shall have access to contractor's premises and right to inspect all pertinent books and records in order to insure that the contractor is in compliance with part 9 of the FAR and this provision.

8. The contractor agrees to develop, maintain and administer the following described specific programs:

"To thoroughly educate its employees, through formal training, company policy, information directives and procedures, in an awareness of the legal provisions of FAR 9 subpart 9.5 and its underlying policy and philosophy principles so that each employee will know and understand the provisions of this subsection and the absolute necessity of safeguarding information under a Task Order from anyone other than the contractor's employees who have a need to know, and the U.S. Government."

9. The term contractor herein used means (1) the organization (hereinafter referred to as "it or its") entering into this agreement with the Government (2) all business organizations which it may merge, join or affiliate with now or in the future and in any manner whatsoever or which hold or may obtain, by purchase or otherwise, direct or indirect control of it. (3) its parent organization if any and any of its present future subsidiary, associates, affiliates,

or holding companies (4) any organization or enterprise over which it has direct or indirect control now or in the future.

10. The organizational conflict of interest constraints established by the order are for the period of the order, plus 2 years, provided that the agreement to protect proprietary information from unauthorized use or disclosure lasts as long as the information remains proprietary unless the agreement with the other company provides otherwise.

11. The contractor may submit a response to any terms of constraint proposed by the Contracting Officer for the purpose of avoiding or mitigating a conflict.

(F.2.B) Government Facilities.

Government facilities will be provided by the Government to the BPA holder as specified in the order but will generally be in accordance with the provisions of this clause. Failure by the BPA holder to comply with the provisions of this clause will release the Government, without prejudice, from its obligation to provide base support by the date(s) required. If warranted, and if the BPA holder has complied with the provisions of this clause, the contractor may seek an equitable adjustment if the Government fails to provide base support by the date(s) and in accordance with the order.

a. Government facilities will be determined at the time of execution of each order. By way of general guidance, when directed to “collocate”, contractor personnel will be provided with the following: 1 Desk, 1 Chair, 1 Phone and 1 Computer. In addition, Government facility support will generally include access to and use of Government-controlled working space, material, equipment, automatic data processing services, or other support including the use of the Defense Switched Network (DSN) (for official phone calls only), which the Government determines can be made available at, or through, any Army installation where orders issued under this BPA will be performed.

b. All government property which the contractor is authorized to use under this base support provision shall remain in the custody of the Government, for accountability purposes. The contractor shall not remove such property from the Government facility, unless approved in writing by the Contracting Officer, and such property is furnished to the contractor under Government Property clause. Government property in the possession of the BPA holder, provided through the Government's facilities provision, will be used and managed in accordance with the Government Property clause.

c. Unless otherwise stipulated in the order, support will be provided on a no-charge-for-use basis and the value will be a part of the Government's contract consideration.

d. The BPA holder agrees that in the performance of this contract or any major subcontract, no direct or indirect costs for property will be incurred, if the Government determines that property is available at, or through any Government installation where this contract will be performed. Only the prior written approval of the Contracting Officer can relieve the BPA holder from this restriction.

(G) BPA SPECIFIC TERMS AND CONDITIONS:

(G.1) PROHIBITED ACTIVITIES

The BPA holder shall not perform tasks under any resultant order which involve the following:

a. preparation of any statement of requirements, objectives, or needs to be procured by the Government for support services to be acquired under the BPA, or by any other contract action under this program;

b. evaluation of the qualifications of a potential source or any proposal submitted to obtain an order under this BPA;

c. formulation of "best value" criteria, acquisition plans, solicitations or strategies for an order under this BPA; and

d. preparation of documentation for future orders for support services.

(G.2) SEGREGATION OF COSTS

a. The "Payments under Time-and-Materials and Labor-Hour Contracts" clause provides for reimbursement to the contractor of costs incurred for certain items and services purchased directly for the contract, subject to certain limitations set forth in the clause. Such items may include the lease/purchase of equipment, travel expenses for Government-directed travel, consumable materials, tuition and registration fees for specialized training, and other services or items acquired for the Government's account under the Government Property clause. The items and services which the BPA holder is authorized to purchase on a cost-reimbursement basis shall be the items and services described in the order(s) issued to the BPA holder as authorized for purchase.

b. Where and if appropriate to assure proper obligation of funds, the contractor will be instructed to segregate the cost of non-labor supply items and to identify supply items with a unit cost of \$100,000 or more when submitting a proposal for an order. The BPA holder shall segregate all costs associated with other direct costs authorized to be purchased on a cost-reimbursement basis (to be specified in each order) from other costs (labor hour effort) associated with

the performance of this contract in such a manner that the costs subject to reimbursement under each order shall be readily ascertainable.

c. The "Ceiling Price" referred to in the "Payments under Time and Materials and Labor-Hour Contracts" clause shall be the ceiling price as stated in each order. Where and if appropriate, subceilings will be used for different types or years of funds to assure proper obligation of funds in accordance with Government fiscal law. Orders, including options, may be funded incrementally with an allotment. In this situation, the level of allotment represents the "Ceiling Price".

d. The availability of obligated funds for performance may be limited by time. In that case, an order will identify a particular CLIN or CLINs, the accounting classification reference numbers for the accounting classifications funding the CLIN or CLINs, the date of performance beyond which there is no legal liability on the part of the Government for payment, and the period of performance covered by the obligation.

#### (G.3) REPRESENTATIVE OF THE CONTRACTING OFFICER

a. The following names are the Contracting Officer's Representatives at the appropriate office is (are) authorized to act as an official representative of the Contracting Officer.

(To be specified when orders are issued)

b. The above are designated by the Contracting Officer and are authorized to act within the limitations specified herein and written restrictions specifically imposed under the terms of the contract and by the Contracting Officer. This authority shall extend to the following: inspection, acceptance, or rejection of work.

c. This designation does not include authority to direct changes in scope, price, or terms or conditions of the contract. The authority herein also does not include authority to execute modifications to the contract which require the signature of the Ordering Contracting Officer, or to bind the Government by agreement in terms of a proposed contract change.

#### (G.4) LABOR HOUR ORDERS

a. The BPA holder shall furnish all the necessary qualified personnel, materials, facilities and management resources to furnish the services set forth in the Statement of Work (SOW) or Performance Work Statement (PWS) within the terms specified and at the price(s) stated. Delivery will be in accordance with individual task orders. All orders will be issued or modified at the contract-year labor rates in effect at the time of the effective date of the order or modification.

b. It is understood and agreed that the BPA holder shall use in the performance of the contract, the labor categories and hours specified in each order.

c. The labor categories and hours specified in each order represent the best estimate of the services to be performed. To enhance flexibility and to allow the BPA holder to determine the optimum labor mix for the order the BPA holder may without notice to the Government, increase or decrease the number of hours for each category specified in the individual order to the extent that the ceiling prices for the labor CLIN(s) are not exceeded. The BPA holder will not be paid more than the ceiling price of any individual order.

d. Government Reimbursement of BPA holder-Incurred Training Costs in Support of Mission-Unique Requirements. In situations where the "Government User" being supported by an order under the basic contract requires some "unique" level of support beyond the minimum requirements of the SOW because of program/mission-unique needs, then the BPA holder may directly charge the contract order in order to obtain the unique training required for successful SOW support if authorized in the order. Such education/training might be provided by Government entities such as DSMC, etc. or by "third party" private entities such as companies who specialize in providing professional or specialized training/education seminars/classes. Direct labor expenses, and travel related expenses allowable under the Joint Travel Regulations (JTR) and related to the training, may be billed as an ODC on a cost reimbursement basis. Tuition/Registration/Book fees (costs) that may be applicable to an individual course/seminar are recoverable as a direct cost if specifically authorized in a particular order. Documentation will be required to support the billing of such costs against the order which authorized payment.

e. In the event the BPA holder expends fewer hours than set forth in the individual order, the total order shall be adjusted to reflect the actual number of hours expended and the final order price. In no case will the final price exceed the ceiling price of the order.

f. Unless issued on a Fixed Price basis, payment under individual orders for CLINs (to be specified in order) will be in accordance with FAR 52.232-7 entitled "Payments under Time-and-Materials and Labor-Hour Contracts". Withholding of amounts due as contemplated by the clause will apply to the total contract and not to individual orders. Withholding will not exceed \$50,000.00 for the entire contract, regardless of the number of orders issued against the contract, and will apply to the first order and continue until the maximum withholding amount is reached. To facilitate close-out of early orders the amount withheld may be transferred to any subsequent active order. Ceiling price, as used in the clause, applies to individual orders not to the total contract.

g. Personnel Changes: Any personnel, proposed as substitutes or replacements for personnel originally proposed for a Task Order, who become unavailable during the performance of the Task Order, shall be provided to the Government for review and approval. Substitutes must have equal or greater qualifications.

h. Payment procedures shall be in accordance with the BPA holder FSS contract. Payment will be made by the address specified in the individual delivery order.

#### (G.5) PAYMENT OF WORK PERFORMED

##### Hours of Work and Overtime

a. Work within the limits of the United States and its possessions shall not normally exceed eight (8) hours per day or forty (40) hours per normal work week. Work hours OCONUS shall correspond to hours worked by comparable Government personnel, provided a maximum of forty (40) hours per week is not exceeded.

b. Overtime must be approved by the Contracting Officer or designated representative. Overtime will be paid as straight time for exempt employees, and overtime for non-exempt employees at the rates set forth in the BPA list. There will be no uncompensated overtime. All approved overtime is subject to the "Ceiling Price" for the Task Order.

c. Authorized holidays for contractor personnel performing work at a Government installation shall correspond with Government holidays. Regular Government holidays are as follows:

New Years Day	Labor Day	Martin Luther King Day
Columbus Day	Presidents' Day	Veterans' Day
Memorial Day	Thanksgiving Day	Independence Day
Christmas Day		

Authorized holidays for contractor personnel located OCONUS will be addressed in the individual task orders.

d. Billable hours consist of:

\*The number of normal hours that services are actually performed under the order;

\* Hours may be billed for any local holiday which the area Commander administratively determines to be a non-work day;

\*The number of hours that are necessary for travel by contractor's employees to perform services from facility to the assigned work site; in performing the duties

assigned; as a result of transfer to new assigned site of work; return from assigned site of work to contractor's facilities.

Billable travel time as defined in paragraph above shall include time as hereinafter and time at port or airfields awaiting transportation. Actual travel time will be computed on the basis of the number of quarters of a day beginning at 0600 hours spent in actual travel. Any time in travel during a quarter shall be considered travel during the entire quarter. However, travel time other than subsistence shall not be allowable in excess of eight hours a day or forty hours a week except as provided in paragraph above.

e. billable hours do not include:

- \* The number of hours necessary for travel by collocated contractor's employees from their residence to the program office they support and the return to their residence.

- \* The number of normal work days that the contractor personnel are not permitted to work because of lack of security clearances, proper identification required under the terms of the Task Order, even though such personnel might otherwise be available for work on those days.

- \* Contractor personnel will not be considered available for assignment until the following information concerning such personnel is submitted in writing to the issuing Contracting Officer's designated representative.

Name

Social Security

Passport Number (when required)

Security Clearance (date of the clearance and issuing agency)

Visa Number (when required)

The contractor will not submit the above information until the valid Task Order is issued.

- \* The number of normal days the contractor personnel are not available for work;

- \* The number of normal work days that the services were not performed or were not available because of security reasons, voluntary resignation, death, incapacity, illness, vacation or removal by the contractor or contractor's personnel.

#### (G.6) TRAVEL

The Government will reimburse the cost of travel required in conjunction with performance of orders issued under this BPA. Travel costs will be reimbursed in accordance with the Joint Travel Regulations (JTR).

Reimbursement for travel is limited to that required in the performance of the order. The airline and rental car portion of this travel will be handled by the

contractor's travel office. Contractor per diem and reimbursement for travel expenses will be billed to the government as other direct charges (ODCs). Travel costs subject to reimbursement are limited to travel occurring at the direction of the COR/Contracting Officer or performed in conjunction with a specific requirement for a trip authorized in the order. Details of estimated travel will be available when individual task orders are written. Costs arising from the relocation of BPA holder personnel from other geographic areas for the purpose of staffing an order, are not subject to reimbursement.

(G.7) COLLOCATION

The Government reserves the right to require the BPA holder at any given time to collocate a portion of its support services workforce with the Program Office or Staff supported. The Government will make available facilities, in accordance with the "Government Facilities" provision, for any such collocation. Collocation can only be directed by the Contracting Officer and must be in writing. The Government estimates that the percentage of the total labor hours (for orders under this BPA in effect at any one time during the period of performance for orders under this BPA) collocated will be approximately 50%. However, the Government reserves the right to require that all BPA holder personnel performing services on orders be located in BPA holder facilities. In the event that the Government requires collocation of more or less than 50% of contract employees performing on orders, this will not provide the basis for any equitable adjustment to the price, terms and/or conditions of the contract.

(G.8) FINANCIAL CONFLICT OF INTEREST

a. Except as provided for under subparagraph (d) hereof, the BPA holder shall not assign, nor allow, any employee for whom it receives payment under this BPA to perform any task under this BPA concerning any program, BPA holder, contract, or other matter if that employee, or that employee's spouse or dependent child, has a financial interest or affiliation in any non-Federal entity that would be impacted by performance of the task. For each employee who performs a task in violation of this prohibition, the price of the CLIN under which the BPA holder receives payment for that performance shall be reduced by the product of the hourly rate prescribed for that employee in the BPA schedule (including wages, indirect costs, general and administrative expenses and profit), multiplied by the number of hours in which that employee was performing the task in violation of this prohibition, and the BPA holder shall forfeit any right to receive said payment. Costs allocable to the expended hours for which payment has been forfeited shall be accounted for as unallowable costs and shall not be charged to this or any other Government contract.

b. "Financial interest" means any continuing financial interest (such as through a pension or retirement plan, shared income, continuing termination payments, or

other arrangements as a result of any current or prior employment or business or professional association) or any financial interest through legal or beneficial ownership of stock, stock options, bonds, securities, or other arrangements including trusts. "Affiliation" means a relationship as an employee, officer, owner, director, member, trustee, partner, advisor, agent, representative, or consultant; or a person having any understanding, plans or pending contacts regarding such a relationship in the future. (This includes sending resumes, making telephone inquiries or any act that reasonably could be construed as an indication of interest in a future affiliation).

c. The BPA holder shall obtain from each employee substantively involved in a given task, certification that the employee, or the employee's spouse or dependent child, does not have any direct financial interest or affiliation, as defined in subparagraph (b) hereof, which is directly related to the work he or she will be performing on any task awarded under this BPA.

d. Whenever the BPA holder wishes to assign an employee to perform a task under this BPA when that employee, or that employee's spouse or dependent child, has a financial interest or affiliation as defined under subparagraph (b) hereof in a non-Federal entity that would be impacted by performance of the task, the BPA holder shall, before making the assignment, obtain a written waiver from the task order Contracting Officer, by submitting to the Contracting Officer a written request for waiver together with all relevant supporting information. The Contracting Officer shall have the sole discretion to grant or deny the waiver in whole or in part. The Contracting Officer's determination shall be discretionary, final and conclusive and not subject to appeal under the Disputes clause or the Contract Disputes Act of 1978.

e. The BPA holder shall provide the Certificate of Non Conflict of Interest to the task order COR.

#### (G.9) NON-DISCLOSURE OF SENSITIVE INFORMATION

Contractor personnel may be required to sign non-disclosure statements to preclude disclosure of nonpublic information including but not limited to procurement, source selection and security sensitive information. The BPA holder shall provide the Certificate of Non-Disclosure to the task order COR.

#### (G.10) NONPERSONAL SERVICES

a. In performance of this BPA, the BPA holder will provide non-personal support-services as indicated in the Task Order either at the government's facilities and/or at the contractor's facilities. These services are needed to accomplish tasks that cannot be accomplished by Government personnel because of time constraints and/or expertise, which is not available. The types of

required services are: Project Management, System Engineering, Software Engineering, Testing, Training, Documentation Support, Administration, Quality Assurance, Integrated Logistics Support, Acquisition Management, and Information Technology support to the PM. This will be based upon the order's statement of work for the specific Task. Orders will be formally issued to the BPA holder as opposed to individual BPA holder employees.

b. The Government will neither supervise BPA holder employees nor control the method by which the BPA holder performs the required tasks. Under no circumstances shall the Government assign tasks to, or prepare work schedules for, individual BPA holder employees. It shall be the responsibility of the BPA holder to manage its employees and to guard against any actions that are of the nature of personal services, or give the perception of personal services. If the BPA holder feels that any actions constitute, or are perceived to constitute, personal services, it shall be the BPA holder's further responsibility to notify the Ordering Contracting Officer immediately.

c. These services shall not be used to perform work of a policy/decision making or management nature. All decisions relative to programs supported by the BPA holders will be the sole responsibility of the Government. Support services will not be ordered to circumvent personnel ceilings, pay limitations, or competitive employment procedures.

#### (G.11) BPA HOLDER IDENTIFICATION

BPA holder personnel will be required to wear company identification badges so as to distinguish themselves from Army employees. When conversing with Government personnel during business meetings and over the telephone, support BPA holder personnel shall identify themselves as such to avoid situations arising where sensitive topics might be better discussed solely between Government employees. Where practicable, support BPA holder occupying collocated space with their Government program customer should identify their work space area with their name and company affiliation. If collocated and granted email privileges, BPA holder personnel shall identify themselves as such in all emails issued.

#### (G.12) CONTRACT MANYEAR EQUIVALENT LIMITATIONS

Man-hours incurred by each support BPA holder employee working under an order are limited each year to the Contract Man-year Equivalent (CME) of 1904 hours, unless "mission essential" increases (at straight time) are authorized by the Contracting Officer.

#### (G.13) TERM OF BPA

a. This BPA expires on 14 May 2004 or such later ending date as determined by the exercise of any extension of any "General Schedule

extension” option by the GSA and exercise of the option to extend the term of the BPA by the PCO. The BPA holder is required to immediately notify, in writing, the Contracting Officer if at any time prior to 14 May 2004 the GSA Contract, upon which this BPA is based, is no longer in force. This BPA is not a contract. If the BPA holder fails to perform in a manner satisfactory to the Contracting Officer, this BPA may be canceled with 30 days written notice to the BPA holder by the Contracting Officer.

b. The Government may extend the term of this BPA by written notice to the Contractor at any time prior to the expiration of the BPA, provided, that the Government shall give the Contractor a preliminary written notice of its intent to extend at least 10 working days before the BPA expires. The preliminary notice does not commit the Government to an extension.

c. If the Government exercises this option, the extended BPA shall be considered to include this option provision.

d. The total duration of this BPA, including the exercise of any options under this clause, shall not exceed the period of the governing GSA FSS Contract.

e. It is expected that the period of performance for individual task orders will generally be up to two years. Depending on funding restrictions and the requirements of the users, the period may consist of a single performance period or a base and an option period. The Government may extend the term of a delivery order by the exercise of an option. The option may be exercised at any time during performance of the order, provided that the Government furnishes written notice to the contractor within five (5) working days of the expiration of the order.

f. The GSA Schedule contract permits extended performance of an order beyond the period of the GSA contract in order to complete the order.

#### (G.14) VOLUME

The Government estimates, but does not guarantee, that the potential volume of services ordered from all BPA holders will be 600 labor years over an approximate five year period. If the actual amount ordered is less than the estimate, the Government is not liable for the price difference between the quantity discount based on the estimate and the quantity discount for the amount ordered. The Government is under no obligation to the BPA holder to purchase any specified quantity of services.

(G.15) OBLIGATION OF FUNDS

This BPA does not obligate any funds. The Government is obligated only to the extent of authorized orders actually made under the BPA by the Contracting Officer.

(G.16) AUTHORIZED ORDERING OFFICIALS AND USERS

Government Contracting Officers at CECOM Acquisition Center – Washington are the only officials authorized to place orders under this BPA.

Any organization within the US Army may be a user of this BPA and is permitted to request that task orders be placed in support of their organization.

(G.17) REQUEST FOR TASK ORDER PLAN

a. The Government anticipates that competitive quote procedures will be used for Task Orders. Upon identification of the need for a Task Order, the Government will issue a Request for Quote (RFQ) to the contractor(s). The basis of issuing the order will be identified in the RFQ. The Contracting Officer has broad discretion in selection and will use such criteria as the ability of selectee to provide the level of quality required, previous performance under earlier, similar, or related taskings; and price.

b. Each Request for Quote for an order will contain a Statement of Work (SOW), or other performance-based work statement, describing the program to be supported, a description of the task, evaluation criteria, the deliverables if any, an order start date and completion date. Within fifteen (15) working days the BPA holder(s) solicited will respond to the SOW with a Performance Work Statement (PWS), technical solution, and an identification and explanation of the BPA Holders corporate capabilities (including tools and data bases developed by BPA Holder and relevant to the task(s)), past experience with similar tasks, labor mix and hours, other direct costs with applicable indirect costs and a proposed ceiling price for the order. Generally, the following supporting information shall be provided for orders to be issued on a Time and Materials basis:

1. Labor allocation matrix, indicating the total hours attributed to each applicable labor category, and the names, companies and number of hours of each individual assigned to the labor category for the Task Order. One page resumes for each assigned individual shall be provided upon Government request.

2. Bill of materials, indicating the source, quantity, unit cost and total cost for all required materials. The nature and cost associated with each ODC shall be described and shall be provided to the Government to

determine if it should be purchased separately or if it can be purchased under another GSA FSS.

c. The PWS and labor mix will be incorporated into any resulting order. The proposed technical solution may also be incorporated in the order. The Task Leader will be assigned by the BPA holder on a per site basis.

#### (G.18) ORDERS

a. Order Management Requirements: Delivery of services shall be implemented only if directed by an order. b. Order Accounting: The BPA holder's order accounting system shall provide traceability of all labor hour and cost reimbursable elements (e.g. travel, training, other authorized direct costs) ordered by each program's funding citation's Accounting Classification Reference Number (i.e. "ACRN" assigned at the "InfoSubCLIN" level in Section B), if required by the ordering office. Otherwise, traceability shall be at the CLIN level, to include segregation by Government appropriation (i.e. "color of money"), set forth in the order. Under no circumstances will any invoice exceed the period of performance, hours or "ceiling" dollar amount for any funded order. The BPA holder will separately track and invoice US Government and FMS charges. All invoices submitted for payment shall clearly identify:

1. Government order number.
2. period of performance
3. amount due by CLIN
4. labor hours provided per labor category

#### (G.19) MANAGEMENT REPORTS

a. The contractor shall submit a management reports in accordance with CDRLs identified in individual task orders. The BPA holder shall prepare and maintain a Monthly Funds Tracking Report for each order. The BPA holder shall submit reports to the Government if requested. The BPA holder will submit reports to the ordering office Contract Manager and the Task Order COR on a regular basis as defined by each order. Reporting shall include schedule by task, labor hour expenditures by labor category by task and cost reimbursable elements. These reports will be submitted electronically.

#### (G.20) PERFORMANCE

The following terms and conditions are applicable:

a. All services will be initiated within 30 calendar days following receipt of a valid order, unless otherwise specified in the order.

b. The BPA holder shall be familiar with DOD, Army and subordinate command acquisition regulations, directives and instructions. If a particular document is required in a specific order it will be cited within the order's PWS.

c. The BPA holder shall not provide technical direction to any acquisition contractor or government personnel at any time. Neither shall the Government directly supervise BPA holder employees. Day to day supervision of BPA holder personnel should be conducted by the BPA holder Task Leader wherever the BPA holder personnel are located. All direction of the BPA holder shall be through the Contracting Officer (PCO). Technical "tasking" assignments for the BPA holder will be transmitted by the Contracting Officer to the BPA holder's Program Manager.

d. Marketing Limitations: The BPA holder shall limit marketing/business opportunity telephone contact and personal visits with the Government personnel in the offices of authorized users to a reasonable level. Any marketing determined excessive by the Contracting Officer will be sufficient grounds for cancellation of this BPA.

#### (G.21) INVOICES

a. Inspection and acceptance shall be accomplished as follows: The COR in the Program Office will be the point of final inspection and acceptance by the Government for all services and items furnished under any resulting order unless otherwise specified in the individual Task Order. The BPA holder will submit each invoice, including all back-up data, for review and signature. When the COR receives an accurate and complete invoice, he/she will forward a signed copy to the Defense Finance Accounting Service (DFAS) within five (5) working days. If the invoice is incomplete or inaccurate the COR will return the unsigned invoice to the BPA holder Program Manager for correction. After correction, the invoice will then be returned to the COR who will forward a signed copy to DFAS for payment. Final payment for each order will be accomplished by final DD Form 250.

b. The requirements of a proper invoice are as specified in the BPA holder's Federal Supply Schedule contract.

c. An itemized invoice shall be submitted to the order's Government COR at least monthly or upon expiration of this BPA, whichever occurs first, for all services and items delivered during a billing period and for which payment has not been received. These invoices shall not be supported by copies of delivery tickets. "Approved-for-payment" Invoices will be submitted to the payment address specified on each individual order issued under this BPA.

d. Upon completion of the Task Order, the BPA holder shall commence procedures for the closing out of the order.

(G.22) SECURITY

If a DD 254, Department of Defense Contract Security Classification Specification is required, one will be attached to the Task Order addressing particular security requirements.

(G.23) YEAR 2000 (Y2K) COMPLIANCE

On task orders that require information technology that processes date related information, the BPA holder shall comply with the following:

Y2K Compliance

The contractor shall ensure products provided under this BPA, to include hardware, software, firmware, and middleware, are Year 2000 compliant. "Year 2000 Compliant" as used in this clause or elsewhere in this BPA, means, with respect to information technology, that the information technology, accurately processes date/time data (including, but not limited to, calculating, comparing, and sequencing) from, into, and between the twentieth and twenty-first centuries, and the years 1999 and 2000 and leap year calculations, to the extent that other information technology, used in combination with the information technology being acquired, properly exchanges date/time data with it.

(G.24) Year 2000 Warranty (Services)

On task orders issued under this BPA for information technology services:

(a) Definitions. "Acceptance," as used in this clause, means the act of an authorized representative of the Government by which the Government assumes for itself, or as an agent of another, ownership of existing and identified supplies, or approves specific services, as partial or complete performance of the contract.

"Correction," as used in this clause, means the elimination of a defect.

"Defect," as used in this clause, means that the items or services furnished by the Contractor under the contract contain information technology that does not accurately process date/time data (including, but not limited to, calculating comparing, and sequencing) from, into, and between the twentieth and twenty-first centuries, and the years 1999 and 2000 and leap year calculations, to the extent that other information technology, used in combination with the information technology being acquired, properly exchanges date/time data with it.

(b) Notwithstanding inspection and acceptance by the Government or any provision concerning the conclusiveness thereof, the Contractor warrants that all services performed under this contract will, at the time of acceptance, be free from defects. The Contracting Officer shall give written notice of any defect to

the Contractor on or before 31 December 2001. This notice shall state either (1) that the Contractor shall correct or repair any defective or nonconforming services, or (2) that the Government does not require correction or re-performance.

(c) If the Contractor is required to correct or re-perform, it shall be at no cost to the Government, and any services directed or re-performed by the Contractor shall be subject to this clause to the same extent as work initially performed. If the contractor fails or refuses to correct or re-perform, the Contracting Officer may, by contract or otherwise, correct or replace with similar services and charge to the Contractor the cost occasioned to the Government thereby, or make an equitable adjustment in the contract price.

(d) If the Government does not require correction or re-performance, the Contracting Officer shall make an equitable adjustment in the price of the applicable Task Order.

(G.25) Year 2000 Warranty (Commercial Items)

(a) The Contractor warrants that any Information Technology including, but not limited to, hardware, software, firmware, and middleware delivered under this BPA shall accurately process date/time data (including, but not limited to, calculating, comparing, and sequencing) from, into, and between the twentieth and twenty-first centuries, and the years 1999 and 2000 and leap year calculations, to the extent that other information technology, used in combination with the information technology being acquired, properly exchanges date/time data with it.

(b) All warranties in the foregoing paragraph shall run for a period of sixteen (16) months from 1 January 2000. Should a warranted item fail to meet the requirements set out in the foregoing paragraph, the contractor agrees to correct or replace the item at no cost to the Government. The parties agree that this correction or replacement shall not act as a limitation of remedies and that the Government may seek such additional remedies as may be available through this BPA or at law or equity.

(c) This clause takes precedence over any other warranty or disclaimer thereof of this BPA. It is in addition to the rights and remedies set forth in any other warranty for this item.

**MANAGEMENT, ORGANIZATIONAL, & BUSINESS  
IMPROVEMENT SERVICES (MOBIS)**

**FSC Group 8742**

**Contract Number: GS-10F-0103J**

**VSE Corporation  
GSA Services Division  
2550 Huntington Avenue  
Alexandria, VA 22303-1499**

**Toll Free Voice: (877) 456-7479  
Voice: (703) 960-4600  
FAX: (703) 329-4348**

**Web Site: [www.vsecorp.com](http://www.vsecorp.com)  
E-Mail: [gsa\\_mobis@vsebav.com](mailto:gsa_mobis@vsebav.com)**

**Large Business**

**On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!<sup>TM</sup>, a menu-driven database system. The Internet address for GSA Advantage!<sup>TM</sup> is <http://www.fss.gsa.gov> .**

**Contract Period: Basic: May 15, 1999 through May 14, 2004  
Option 1: May 15, 2004 through May 14, 2009**

**Price List as of May 15, 1999**

## **Introduction.**

The services to be provided under this Management, Organizational, and Business Improvement Services (MOBIS) schedule include a broad range of consulting, facilitation, survey, and training support to improve plans, policies, practices, and procedures. The emphasis of the services to be provided under MOBIS is oriented towards promoting efficiencies and productivity enhancements through reinvention, re-engineering, planning and analysis, improved skill-set development, facilitation of change, and implementation of practical quality and business applications.

VSE Corporation offers an extensive team of professional consultants that are accessible through our MOBIS schedule. Our consultants are expert at meeting the challenges presented in today's business environment offering innovative and creative solutions for tomorrow through exceptional leadership and authoritative expertise. In addition to the family of VSE Corporation companies and our diverse capabilities, we offer supplemental and confluent business assessment, management planning and reinvention expertise through our team partner, Liberty Systems. We also offer time-tested off-the-shelf training courses and custom-made training using formal classroom and less-formal workshop settings that act as the catalyst for understanding, accepting, and promoting change by individual employee and within the overall business environment.

VSE Corporation is an ISO 9001 certified and registered company. We are listed in the ISO 9001 - Lloyd's Register Quality Assurance that is accredited by the National Accreditation of Certification Bodies.

**SCHEDULE OF ITEMS**  
**BY SPECIAL ITEM NUMBER (SIN)**

**SIN 874-1 Consulting Services**

***Labor Category Title***

- |  |                                       |
|--|---------------------------------------|
| • Program Director I                                 | • Systems Analyst                     |
| • Program Director II                                | • Business Applications Specialist    |
| • Program Manager                                    | • Sr. Logistics Management Specialist |
| • Sr. Organizational Transformation Consultant       | • Logistics Management Specialist I   |
| • Sr. Curriculum Development/Presentation Consultant | • Logistics Management Specialist II  |
| • Sr. Technical Staff I                              | • Educational/Training Specialist     |
| • Sr. Technical Staff II                             | • Analyst I                           |
| • Sr. Technical Staff III                            | • Analyst II                          |
| • Sr. Consultant                                     | • Administrative Assistant            |
| • Consultant   | • Technical Writer                    |
| • Associate I  | • Research Analyst I                  |
| • Associate II                                       | • Research Analyst II                 |
| • Sr. Administrator                                  | • Data Technician I                   |
| • Administrator                                      | • Data Technician II                  |
| • Program Analyst                                    | • Technical Support I                 |
| • Systems Engineer                                   | • Technical Support II                |
|  | • Technical Intern                    |

**874-2 Facilitation Services**

***Labor Category Title***

- |  |                                      |
|--|--------------------------------------|
| • Program Director I                                 | • Consultant                         |
| • Program Director II                                | • Associate II                       |
| • Program Manager                                    | • Facilitator                        |
| • Sr. Organizational Transformation Consultant       | • Organizational Performance Analyst |
| • Sr. Curriculum Development/Presentation Consultant | • Analyst I                          |
| • Sr. Technical Staff I                              | • Analyst II                         |
| • Sr. Technical Staff II                             | • Administrative Assistant           |
| • Sr. Technical Staff III                            | • Data Technician I                  |
| • Sr. Consultant                                     | • Data Technician II                 |
|  | • Technical Support II               |
|  | • Technical Intern                   |

**SCHEDULE OF ITEMS**  
**BY SPECIAL ITEM NUMBER (SIN)**  
**(Continued)**

**874-3 Survey Services**

***Labor Category Title***

- |  |                                      |
|--|--------------------------------------|
| • Sr. Organizational Transformation Consultant | • Organizational Performance Analyst |
| • Sr. Administrator                            | • Statistician                       |
| • Administrator                                | • Research Analyst I                 |
| • Program Analyst                              | • Research Analyst II                |
| • Systems Analyst                              | • Data Technician II                 |

**874-4 Training Services**

***Training Course Title***

- Mission and Vision Training Workshop
- Management Transformation Program Training
- Strategic Planning Training Workshop
- Team Building Training Workshop
- Understanding the Human Factors of Change Management Training
- Awareness and Certification Process of ISO 9000 (Workshop)

**874-5 Support Products**

***Other Related Support Items***

- Video Tape
- Training Manual
- Video Record
- Transparencies

## PRICE LIST (SINs 874-1, 874-2, & 874-3)

**A discount of 2½% will be applied to the rates of all labor categories ordered under this BPA.**

<b>LABOR CATEGORY TITLE</b>	<b>PERFORMANCE PERIOD</b>				
	<b>15 May 99 - 14 May 00</b>	<b>15 May 00 - 14 May 01</b>	<b>15 May 01 - 14 May 02</b>	<b>15 May 02 - 14 May 03</b>	<b>15 May 03 - 14 May 04</b>
Program Director I	171.95	177.11	182.42	187.89	193.53
Program Director II	148.34	152.79	157.37	162.09	166.95
Program Manager	100.85	103.88	107.00	110.21	113.51
Sr. Organizational Transformation Consultant	158.52	163.28	168.18	173.22	178.42
Sr. Curriculum Development/ Presentation Consultant	128.80	132.66	136.64	140.74	144.96
Sr. Technical Staff I	129.79	133.68	137.69	141.82	146.08
Sr. Technical Staff II	109.20	112.48	115.85	119.33	122.91
Sr. Technical Staff III	94.09	96.92	99.82	102.82	105.90
Sr. Consultant	100.85	103.88	107.00	110.21	113.51
Consultant	88.13	90.77	93.49	96.30	99.19
Associate I	77.83	80.17	82.57	85.05	87.60
Associate II	57.15	58.86	60.63	62.45	64.32
Facilitator	63.21	65.11	67.06	69.07	71.14
Organizational Performance Analyst	39.63	40.82	42.04	43.31	44.60
Sr. Administrator	88.13	90.77	93.49	96.30	99.19
Administrator	72.16	74.33	76.56	78.86	81.22
Program Analyst	63.21	65.11	67.06	69.07	71.14
Systems Engineer	80.13	82.54	85.01	87.56	90.19
Systems Analyst	58.42	60.18	61.98	63.84	65.76
Business Applications Specialist	52.08	53.65	55.26	56.91	58.62
Sr. Logistics Management Specialist	72.16	74.33	76.56	78.86	81.22
Logistics Management Specialist I	52.08	53.65	55.26	56.91	58.62
Logistics Management Specialist II	44.29	45.62	46.99	48.40	49.85
Educational/Training Specialist	46.86	48.26	49.71	51.20	52.74
Analyst I	46.40	47.79	49.22	50.70	52.22
Analyst II	38.81	39.97	41.17	42.41	43.68
Administrative Assistant	34.80	35.84	36.91	38.02	39.16
Technical Writer	44.29	45.62	46.99	48.40	49.85
Statistician	52.08	53.65	55.26	56.91	58.62
Research Analyst I	37.75	38.89	40.05	41.25	42.49
Research Analyst II	34.05	35.07	36.13	37.21	38.33

<b>Data Technician I</b>	<b>42.19</b>	<b>43.45</b>	<b>44.76</b>	<b>46.10</b>	<b>47.48</b>
<b>Data Technician II</b>	<b>35.19</b>	<b>36.24</b>	<b>37.33</b>	<b>38.45</b>	<b>39.60</b>
<b>Technical Support I</b>	<b>28.43</b>	<b>29.28</b>	<b>30.16</b>	<b>31.06</b>	<b>32.00</b>
<b>Technical Support II</b>	<b>25.11</b>	<b>25.86</b>	<b>26.63</b>	<b>27.43</b>	<b>28.26</b>
<b>Technical Intern</b>	<b>24.84</b>	<b>25.58</b>	<b>26.35</b>	<b>27.14</b>	<b>27.96</b>

## PRICE LIST (SINs 874-1, 874-2, & 874-3)

**A discount of 2½% will be applied to the rates of all labor categories ordered under this BPA.**

<b>LABOR CATEGORY TITLE</b>	<b>OPTION 1 - PERFORMANCE PERIOD</b>				
	<b>15 May 04 - 14 May 05</b>	<b>15 May 05 - 14 May 06</b>	<b>15 May 06 - 14 May 07</b>	<b>15 May 07 - 14 May 08</b>	<b>15 May 08 - 14 May 09</b>
Program Director I	199.33	205.31	211.47	217.82	224.35
Program Director II	171.96	177.12	182.44	187.91	193.55
Program Manager	116.92	120.42	124.04	127.76	131.59
Sr. Organizational Transformation Consultant	183.77	189.28	194.96	200.81	206.84
Sr. Curriculum Development/ Presentation Consultant	149.31	153.79	158.41	163.16	168.05
Sr. Technical Staff I	150.46	154.98	159.63	164.41	169.35
Sr. Technical Staff II	126.59	130.39	134.30	138.33	142.48
Sr. Technical Staff III	109.08	112.35	115.72	119.19	122.77
Sr. Consultant	116.92	120.42	124.04	127.76	131.59
Consultant	102.16	105.23	108.38	111.63	114.98
Associate I	90.23	92.94	95.73	98.60	101.56
Associate II	66.25	68.24	70.28	72.39	74.56
Facilitator	73.28	75.48	77.74	80.07	82.48
Organizational Performance Analyst	45.94	47.32	48.74	50.20	51.71
Sr. Administrator	102.16	105.23	108.38	111.63	114.98
Administrator	83.66	86.17	88.75	91.42	94.16
Program Analyst	73.28	75.48	77.74	80.07	82.48
Systems Engineer	92.90	95.68	98.55	101.51	104.55
Systems Analyst	67.73	69.76	71.85	74.01	76.23
Business Applications Specialist	60.38	62.19	64.06	65.98	67.96
Sr. Logistics Management Specialist	83.66	86.17	88.75	91.42	94.16
Logistics Management Specialist I	60.38	62.19	64.06	65.98	67.96
Logistics Management Specialist II	51.34	52.88	54.47	56.11	57.79
Educational/Training Specialist	54.32	55.95	57.63	59.35	61.14
Analyst I	53.79	55.40	57.06	58.77	60.54
Analyst II	44.99	46.34	47.73	49.16	50.64
Administrative Assistant	40.34	41.55	42.79	44.08	45.40
Technical Writer	51.34	52.88	54.47	56.11	57.79
Statistician	60.38	62.19	64.06	65.98	67.96
Research Analyst I	43.77	45.08	46.43	47.82	49.26
Research Analyst II	39.48	40.66	41.88	43.14	44.43

<b>Data Technician I</b>	<b>48.91</b>	<b>50.37</b>	<b>51.88</b>	<b>53.44</b>	<b>55.04</b>
<b>Data Technician II</b>	<b>40.79</b>	<b>42.02</b>	<b>43.28</b>	<b>44.57</b>	<b>45.91</b>
<b>Technical Support I</b>	<b>32.96</b>	<b>33.94</b>	<b>34.96</b>	<b>36.01</b>	<b>37.09</b>
<b>Technical Support II</b>	<b>29.10</b>	<b>29.98</b>	<b>30.88</b>	<b>31.80</b>	<b>32.76</b>
<b>Technical Intern</b>	<b>28.79</b>	<b>29.66</b>	<b>30.55</b>	<b>31.46</b>	<b>32.41</b>

## PRICE LIST (SIN 874-4 Training Services)

### Course Title: Mission and Vision Training Workshop

#### Price by Contract Year

<i>No. of Days</i>	<i>No. of Students</i>	<i>15 May 99-14 May 00</i>	<i>15 May 00-14 May 01</i>	<i>15 May 01-14 May 02</i>	<i>15 May 02-14 May 03</i>	<i>15 May 03-14 May 04</i>
1	Minimum 10	2,861.00	2,947.00	3,035.00	3,126.00	3,220.00
	Each Additional Student (Max 20)	208.06	214.30	220.73	227.35	234.17

#### Price by Contract Year (Continued)

		<i>15 May 04-14 May 05</i>	<i>15 May 05-14 May 06</i>	<i>15 May 06-14 May 07</i>	<i>15 May 07-14 May 08</i>	<i>15 May 08-14 May 09</i>
1	Minimum 10	3,316.00	3,416.00	3,518.00	3,624.00	3,733.00
	Each Additional Student (Max 20)	241.20	248.43	255.89	263.56	271.47

### Course Title: Management Transformation Program Training

#### Price by Contract Year

<i>No. of Days</i>	<i>No. of Students</i>	<i>15 May 99-14 May 00</i>	<i>15 May 00-14 May 01</i>	<i>15 May 01-14 May 02</i>	<i>15 May 02-14 May 03</i>	<i>15 May 03-14 May 04</i>
3	Minimum 10	8,583.00	8,840.00	9,106.00	9,379.00	9,660.00
	Each Additional Student (Max 20)	208.06	214.30	220.73	227.35	234.17

#### Price by Contract Year (Continued)

		<i>15 May 04-14 May 05</i>	<i>15 May 05-14 May 06</i>	<i>15 May 06-14 May 07</i>	<i>15 May 07-14 May 08</i>	<i>15 May 08-14 May 09</i>
3	Minimum 10	9,950.00	10,249.00	10,556.00	10,873.00	11,199.00
	Each Additional Student (Max 20)	241.20	248.43	255.89	263.56	271.47

### Course Title: Strategic Planning Training Workshop

#### Price by Contract Year

<i>No. of Days</i>	<i>No. of Students</i>	<i>15 May 99-14 May 00</i>	<i>15 May 00-14 May 01</i>	<i>15 May 01-14 May 02</i>	<i>15 May 02-14 May 03</i>	<i>15 May 03-14 May 04</i>
2	Minimum 10	5,722.00	5,893.00	6,070.00	6,252.00	6,440.00
	Each Additional Student (Max 20)	208.06	214.30	220.73	227.35	234.17

#### Price by Contract Year (Continued)

		<i>15 May 04-14 May 05</i>	<i>15 May 05-14 May 06</i>	<i>15 May 06-14 May 07</i>	<i>15 May 07-14 May 08</i>	<i>15 May 08-14 May 09</i>
2	Minimum 10	6,633.00	6,832.00	7,037.00	7,248.00	7,465.00
	Each Additional Student (Max 20)	241.20	248.43	255.89	263.56	271.47

## PRICE LIST (SIN 874-4 Training Services)

### Course Title: Team Building Training Workshop

		<u>Price by Contract Year</u>				
<u>No. of Days</u>	<u>No. of Students</u>	<u>15 May 99-14 May 00</u>	<u>15 May 00-14 May 01</u>	<u>15 May 01-14 May 02</u>	<u>15 May 02-14 May 03</u>	<u>15 May 03-14 May 04</u>
2	Minimum 10	5,722.00	5,893.00	6,070.00	6,252.00	6,440.00
	Each Additional Student (Max 20)	208.06	214.30	220.73	227.35	234.17
<u>Price by Contract Year (Continued)</u>						
		<u>15 May 04-14 May 05</u>	<u>15 May 05-14 May 06</u>	<u>15 May 06-14 May 07</u>	<u>15 May 07-14 May 08</u>	<u>15 May 08-14 May 09</u>
2	Minimum 10	6,633.00	6,832.00	7,037.00	7,248.00	7,465.00
	Each Additional Student (Max 20)	241.20	248.43	255.89	263.56	271.47

### Course Title: Understanding the Human Factors of Change Management Training

		<u>Price by Contract Year</u>				
<u>No. of Days</u>	<u>No. of Students</u>	<u>15 May 99-14 May 00</u>	<u>15 May 00-14 May 01</u>	<u>15 May 01-14 May 02</u>	<u>15 May 02-14 May 03</u>	<u>15 May 03-14 May 04</u>
1	Minimum 10	2,861.00	2,947.00	3,035.00	3,126.00	3,220.00
	Each Additional Student (Max 20)	208.06	214.30	220.73	227.35	234.17
<u>Price by Contract Year (Continued)</u>						
		<u>15 May 04-14 May 05</u>	<u>15 May 05-14 May 06</u>	<u>15 May 06-14 May 07</u>	<u>15 May 07-14 May 08</u>	<u>15 May 08-14 May 09</u>
1	Minimum 10	3,316.00	3,416.00	3,518.00	3,624.00	3,733.00
	Each Additional Student (Max 20)	241.20	248.43	255.89	263.56	271.47

### Course Title: Awareness and Certification Process of ISO 9000 (Workshop)

		<u>Price by Contract Year</u>				
<u>No. of Days</u>	<u>No. of Students</u>	<u>15 May 99-14 May 00</u>	<u>15 May 00-14 May 01</u>	<u>15 May 01-14 May 02</u>	<u>15 May 02-14 May 03</u>	<u>15 May 03-14 May 04</u>
1	Minimum 10	2,861.00	2,947.00	3,035.00	3,126.00	3,220.00
	Each Additional Student (Max 20)	208.06	214.30	220.73	227.35	234.17
<u>Price by Contract Year (Continued)</u>						
		<u>15 May 04-14 May 05</u>	<u>15 May 05-14 May 06</u>	<u>15 May 06-14 May 07</u>	<u>15 May 07-14 May 08</u>	<u>15 May 08-14 May 09</u>
1	Minimum 10	3,316.00	3,416.00	3,518.00	3,624.00	3,733.00
	Each Additional Student (Max 20)	241.20	248.43	255.89	263.56	271.47

**PRICE LIST (SIN 874-5 Support Products)**

<b><i>Material Item</i></b>	<b><i>Price</i></b>
Video Tape	6.00 each
Training Manual	34.33 each
Video Record	66.58 each
Transparencies	4.01 each

**Appendix A**  
**List of Service and Distribution Points**

**ALEXANDRIA OFFICE**

**Corporate Headquarters**

2550 Huntington Avenue  
Alexandria, Virginia 22303  
(703) 960-4600 VOICE  
(703) 960-2688 FAX

**BAV DIVISION**

2550 Huntington Avenue  
Alexandria, Virginia 22303  
(703) 317-5200 VOICE  
(703) 960-6599 FAX

**BRIDGEPORT OFFICE**

614 Heron Drive, Unit 3,4,5  
P.O. Box 365  
Bridgeport, New Jersey 08014  
(609) 241-1427 VOICE  
(609) 241-1833 FAX

**CAMARILLO OFFICE**

(GSA Service Manager)  
751 E. Daily Drive  
Suite 218  
Camarillo, California 93010  
(805) 987-7811 VOICE  
(805) 482-2338 FAX

**CHESAPEAKE OFFICE**

500 Woodlake Drive  
Suite One  
Chesapeake, Virginia 23320  
(757) 523-7200 VOICE  
(757) 523-7210 FAX

**ENERGETICS, INCORPORATED**

7164 Gateway Drive  
Columbia, Maryland 21046  
(410) 290-0370 VOICE  
(410) 290-0377 FAX

**ENERGETICS, INCORPORATED**

501 School Street, SW, Suite 501  
Washington, DC 20024  
(202) 479-2748 VOICE  
(202) 479-0229 FAX

**ENERGETICS, INCORPORATED**

2414 Cranberry Square  
Morgantown, West Virginia 26508  
(304) 594-1450 VOICE  
(304) 594-1485 FAX

**EXPLORATION-LEXINGTON PARK**

22300 Exploration Drive  
Suite 102  
Lexington Park, Maryland 20653  
(301) 866-5200 VOICE  
(301) 866-5201 FAX  
1-888-681-0770

**EXPLORATION-LEXINGTON PARK**

**VSS Division**

22300 Exploration Drive  
Suite 200  
Lexington Park, Maryland 20653  
(301) 866-5000 VOICE  
(301) 866-5055 FAX  
1-888-213-7515

**FORT MONMOUTH OFFICE**

160 Avenue At The Common  
Suites 7 and 9  
Shrewsbury, New Jersey 07702  
(732) 389-3324 VOICE  
(732) 389-6588 FAX

**HADDON HEIGHTS OFFICE**

515 Grove Street  
Suite 3A  
Haddon Heights, New Jersey 08035  
(609) 547-7049 VOICE  
(609) 547-8104 FAX

**HEITMAN CENTER OFFICE**

2361 S. Jefferson Davis Highway  
Suite 618  
Arlington, Virginia 22202  
(703) 418-3673 VOICE  
(703) 415-7029 FAX

**HUMAN RESOURCE SYSTEMS, INC.**

2550 Huntington Avenue  
Alexandria, Virginia 22303  
(703) 329-4200 VOICE  
(703) 329-4623 FAX

**HUMAN RESOURCE SYSTEMS, INC.**

500 Woodlake Drive  
Suite One  
Chesapeake, Virginia 23320  
(757) 523-7226 VOICE  
(757) 523-7210 FAX

**INDIAN HEAD DIVISION**

4445 Indian Head Hwy  
Indian Head, Maryland 20640  
(301) 743-9120 VOICE  
(301) 743-9155 FAX

**LADYSMITH OFFICE**

P. O. Box 92  
Ladysmith, Virginia 22501-0092  
(804) 448-3439 VOICE  
(804) 448-3965 FAX

**MPF FACILITIES OFFICE**

5880 Channel View Boulevard  
Suite 143  
Jacksonville, Florida 32226  
(904) 696-5233 VOICE  
(904) 696-5364 FAX

**SAN DIEGO OFFICE**

394 Murphy Canyon Road  
San Diego, California 92123  
(619) 565-6401 VOICE  
(619) 278-9672 FAX

**STERLING HEIGHTS OFFICE**

41150 Technology Park Drive  
Suite 101  
Sterling Heights, Michigan 48314  
(810) 739-5551 VOICE  
(810) 739-9648 FAX

**WARNER ROBINS OFFICE**

2517 Moody Road, Suite 100-D  
Warner Robins, Georgia 31088  
(912) 923-5963 VOICE  
(912) 922-3090 FAX

## ***LABOR CATEGORY DESCRIPTIONS***

***Director*** - Functional Responsibility: Strategically plans and organizes resources to accomplish management, organizational, and business improvement services (MOBIS). Provides senior level management in coordination of MOBIS efforts with agency executive and senior level managers. Provides senior level consultant services to address complex management, organizational, and business issues to develop reinvention strategies, organizational realignments, and productivity enhancements. Provides expert policy guidance, advice, and planning. Assesses and proposes policy changes. Provides leadership in government and industry meetings, briefings, and forums to facilitate exchange of ideas and concepts. Addresses issues of concern such as downsizing, restructuring, outsourcing, and privatization. Provides facilitation services to promote total quality management and leadership. Minimum Education – Minimum/General Experience: Master's degree in administration, management, science, or engineering and ten years experience in senior executive level management positions in government or industry; or Bachelor's degree in administration, business, science, or engineering and fifteen years experience in senior executive level management positions in government or industry; or an equivalent combination of education and experience.

***Sr. Organizational Transformation Consultant*** - Functional Responsibility: Designs and implements complex organizational change which addresses strategic, structural, process and behavioral factors. Develops strategic plans, business plans, organizational assessments, cultural change programs and business process improvements. Assists governmental agencies in implementing the Government Performance and Results Act in strategic planning and the executive order directed toward labor management partnerships. Minimum Education – Minimum/General Experience: Master's Degree in business administration and ten years of relevant experience or equivalent combination of education and experience.

***Sr. Curriculum Development and Presentation Consultant*** - Functional Responsibility: Designs and presents complex training programs which addresses strategic, structural, process and behavioral factors. Develops customized training courses for strategic plans, business plans, organizational assessments, cultural change programs and business process improvements. Develops and presents executive leadership training programs based on advanced business management precepts. Minimum Education – Minimum/General Experience: Master's Degree in business administration and five years of relevant experience or equivalent combination of education and experience.

***Sr. Consultant*** - Functional Responsibility: Designs and implements complex organizational change that addresses strategic, structural, process, and behavioral factors. Develops strategic plans, business plans, organizational assessments, cultural change programs, and business process improvements. Assists governmental agencies in implementing the Government Performance and Results Act in strategic planning, and the executive order directed towards labor-management partnership. Provides leadership in government and industry meetings, briefings, and forums to facilitate the exchange of ideas and concepts. Minimum Education – Minimum/General Experience: Master's degree in organizational development, administration, business, engineering, or science and six years of relevant experience; or an equivalent combination of education and experience.

***Consultant*** - Functional Responsibility: Performs studies and reviews of management and organizational structures to evaluate performance relative to business objectives. Advises on business strategies and realignment issues to focus on most beneficial objectives. Provides strategic advice and plans for systematic downsizing, outsourcing, and privatization. Addresses issues affecting management and workforce to improve productivity while reengineering the organization. Provides assistance in the evaluation, auditor service, and implementation support of quality standards to achieve certification. Provides leadership in government and industry meetings, briefings, and forums to facilitate the exchange of ideas and concepts. Minimum Education – Minimum/General Experience: Master's degree in administration, business, engineering, or science and four years of relevant experience; or Bachelor's degree in same and ten years of relevant experience; or an equivalent combination of education and experience.

***Facilitator*** - Functional Responsibility: Plans, evaluates, and conducts facilitated meetings between executive level industrial decision-makers and government leaders and program managers. Specifies consensus decision techniques, determines agenda and goals in coordination with sponsor. In addition, identifies appropriate number and technical/management level attendees; selects and, if necessary, trains other facilitator staff; directs preparation of materials and meeting objectives; communicates issues and problems; and works to identify consensus solutions between government and industry representatives. Documents results and provides direction and advice to all levels of personnel involved in the process. Minimum Education – Minimum/General Experience: Master's degree and formal training in facilitating techniques and eight years of relevant experience; or an equivalent combination of education and experience.

***Program Manager*** - Functional Responsibility: Performs organizational assessments and develops plans for focusing and implementing reinvention strategies. Has experience in developing downsizing approaches and procedures. Assists in identifying candidates for outsourcing and privatization while refocusing on core mission objectives. Prepares mission and vision statements, plans, and related doctrine to guide efforts toward implementation. Coordinates efforts and provides leadership in government and industry meetings. Provides internal planning, guidance, and management structure for tracking accomplishment of work assigned. Minimum Education – Minimum/General Experience: Master's degree in administration, business, engineering, or science and six years of relevant experience; or an equivalent combination of education and experience.

***Sr. Administrator*** - Functional Responsibility: Reviews and develops recommendations to public policies and procedures for application of government reinvention initiatives to improve customer service, develop measurable benchmarks, and streamline administrative processes and procedures. Support will include expert public administration advice, guidance, and consultation. Will provide leadership at open government and industry forums and briefings to facilitate the exchange of ideas and concepts, as well as program status. Minimum Education – Minimum/General Experience: Master's degree in administration, management, or science and six years of relevant experience ;or an equivalent combination of education and experience.

***Administrator*** – Functional Responsibility: Reviews and develops recommendations to public policies and procedures for application of government reinvention initiatives to improve customer service, develop measurable benchmarks, and streamline administrative processes and procedures. Support will include expert public administration advice, guidance, and consultation. Will provide participation in open government and industry forums and briefings to facilitate the exchange of ideas and concepts, as well as program status. Minimum Education – Minimum/General Experience: Bachelor's degree in administration, management, or science and four years of relevant experience; or an equivalent combination of education and experience.

***Program Analyst*** - Functional Responsibility: Develops program performance metrics and techniques for documenting and projecting future performance of individual program elements and broader agency subcomponents. Implements measurement techniques based on engineering benefit/cost fundamentals including financial analysis of decisions, effects of policy and program alternatives on financial attractiveness of options, and behavioral science. Develops systems for management of quality metric data acquisition, and analyzes performance (both retrospectively and prospectively) against specific measures related to program goals and objectives. Minimum Education – Minimum/General Experience: Master's degree in science or art, and a minimum of four years relevant experience; or a minimum of eight years of progressive relevant experience performing similar duties.

***Systems Engineer*** - Functional Responsibility: Performs engineering evaluations from a systems perspective. Provides engineering specialty such as aerospace, chemical, electronic, electrical, environmental, industrial, mechanical, or nuclear to assess methods and techniques employed to identify hardware/software process and/or procedural problems unique to a particular engineering discipline or across a combination of engineering disciplines. Will also perform quality program assessments to develop recommendations for eliminating systemic problems that affect productivity, reliability, quality of product or service, and overall customer satisfaction. Minimum Education – Minimum/General Experience: Bachelor's degree in engineering and four years of relevant experience; or an equivalent combination of education and experience.

***Systems Analyst*** - Functional Responsibility: Provides analytical support in the assessment of employed or proposed systems. Develops benchmarks for measuring system and subcomponent performance. Performs "what-if" and cause and effects analyses. Performs research to identify dysfunctional systems and offers innovative solutions for practical applications of commercial-off-the-shelf (COTS) or customized products to promote productivity enhancements. Creates databases from retrospective and prospective data and information to assist in system analysis efforts. Minimum Education – Minimum/General Experience: Bachelor's degree in business, science, or engineering and four years of relevant experience; or an equivalent combination of education and experience.

***Industrial Specialist*** - Functional Responsibility: Functions as an expert in industrial affairs and provides transformation expertise in the migration of resourceful commercial business practices into public use. Forms the bridge between government and industry to promote the adoption of practical and innovative management and organizational techniques, processes, and procedures. Also provides expert labor/management negotiation skills and provides impartial discussion

facilitation and mediation to encourage acceptance of change to improve the organization's competitive position. Minimum Education – Minimum/General Experience: Bachelor's degree in business, science, or engineering and four years of relevant experience; or an equivalent combination of education and experience.

***Operations Research Specialist*** – Functional Responsibility: Researches and analyzes operational data to perform management and organizational assessments. Compiles data and develops information for use by organizations, management teams, and leaders. Provides operation, process, and procedural appraisals to prepare materials for constructing customized workshops and training exercises. Develops customized organizational development, planning, and team building tools. Prepares and conducts surveys, analyzes survey data, and develops trend information. Utilizing modeling techniques, simulates complex operational environments and proposed changes to operational environments to evaluate performance attributes. Minimum Education – Minimum/General Experience: Bachelor's degree in administration, science, or engineering and eight years of relevant experience; or an equivalent combination of education and experience.

***Organizational Performance Analyst*** - Functional Responsibility: Reviews, analyzes and develops data and information for application to organizations, management teams and leaders to provide organizational assessments, to prepare data and materials to be used to construct customized workshop and training exercises, to develop individual and team work-style preferences and reports and the development of customized organizational development, planning and team building tools. Support includes management and assistance in the development and preparation of information for final reports, briefings and presentations. Minimum Education – Minimum/General Experience: Bachelor's Degree in business administration and five years of relevant experience or equivalent combination of education and experience.

***Business Applications Specialist*** – Functional Responsibility: Performs studies and analyses to develop improvements to management, organization, and business applications for the advancement of quality enhancements through reengineering techniques. Evaluates and assesses business applications for practicality and efficiency, and provides recommendations on areas where productivity improvements can be achieved. Participates in government and industry forums and briefings to facilitate discussions on topics such as common use of business applications between various agencies. Minimum Education – Minimum/General Experience: Bachelor's degree in business, administration, science, or engineering and four years of relevant experience; or an equivalent combination of education and experience.

***Sr. Logistics Management Specialist*** - Functional Responsibility: Performs comprehensive studies and analyses of logistics systems and planning. Performs process and procedural reviews, designs optimum logistics systems, models and simulates logistics pipelines, and provides in-depth reports on quality and productivity enhancements that can be achieved. Studies management and organizational relationships and provides advice on implementation strategies for outsourcing, privatizing, and optimization. Participates in logistics forums and provides facilitation services between government departments, agencies, and industry. Minimum Education – Minimum/General Experience: Bachelor's degree in business or science

and eight years of relevant experience; or an equivalent combination of education and experience.

***Logistics Management Specialist*** - Functional Responsibility: Performs comprehensive studies and analyses of logistics systems and planning. Performs process and procedural reviews; provides support in the definition of logistics systems; models, simulates and evaluates logistics pipelines; and provides in-depth reports on quality and productivity enhancements that can be achieved. Studies management and organizational relationships and provides advice on implementation strategies for outsourcing, privatizing, and optimization. Participates in logistics forums and provides facilitation services between government departments, agencies, and industry. Minimum Education – Minimum/General Experience: Bachelor's degree in business or science and two years of relevant experience; or an equivalent combination of education and experience.

***Statistician*** - Functional Responsibility: Performs empirical quantitative analysis to study business, management and organizational behavior. Develops empirical tests such as goodness of fit, inferences of central tendency or dispersion, general distribution, association analysis, and randomness or trend. Data samples will be subjected to hypothesis testing to determine behavioral patterns and evaluate management and organizational tendencies. Data collection will result from identification of investigation to be conducted and theoretical approach to be used to describe empirical phenomena. Designs tests, performs hypothesis testing, and provides statistical inferences to support evaluation of business, management, and organizational attributes based on practiced and hypothetical scenarios. Performs quality related statistical process control through collection and testing of quality related data to determine the degree of success of the quality program. Identifies areas of concern and makes recommendations on opportunities for productivity improvements. Also performs cost/benefits analysis, life-cycle cost, and other related analyses. Minimum Education – Minimum/General Experience: Bachelor's degree in business, engineering, or science and four years of relevant experience; or an equivalent combination of education and experience.

***Educational/Training Specialist*** - Functional Responsibility: Prepares educational and instructional course materials such as outlines, instructor's guides, student workbooks, instructional presentation media, test booklets, and survey forms. Develops interactive courseware content and coordinates courseware automation. Provides instruction to individuals, teams, and groups on selected subject matter. Minimum Education – Minimum/General Experience: Master's degree in art, science, business administration, education, or counseling and six years of relevant experience; or an equivalent combination of education and experience.

***Technical Writer*** - Functional Responsibility: Collects technical data and information and prepares customized reports, technical documentation, training materials, presentation materials, and meeting/briefing agendas, minutes, and action items. Provides editorial and quality assurance support for documents, data, training materials, and reports generated to support MOBIS. Minimum Education – Minimum/General Experience: Bachelor's degree in art or science and two years of relevant experience; or an equivalent combination of education and experience.

**Research Analyst** - Functional Responsibility: Performs basic research and analysis to support management, organizational, and business improvement efforts. Prepares survey forms and conducts survey interviews. Compiles data, develops trend information, and prepares data and documentation for presentation. Minimum Education – Minimum/General Experience: Associate's degree and one year of relevant experience; or an equivalent combination of education and experience.

**Technical Support** - Functional Responsibility: Provides word processing, data entry, drafting, reproduction, and clerk support services to fulfill the technical preparation and delivery of documentation and data needed to support MOBIS professional and technical support personnel in the accomplishment of tasks assigned. Minimum Education – Minimum/General Experience: High School Diploma and technical school for functional area of support required with two years of relevant experience.

## **STATEMENT OF WORK**

### **1.0 SCOPE**

The contractor shall provide non-personal support-services as indicated in the task order either at the government's facilities and/or at the contractor's facilities. These services are needed to accomplish tasks that cannot be accomplished by PM personnel because of time constraints and/or expertise which is not available. The types of required services are: Project Management, System Engineering, Software Engineering, Testing, Training, Documentation Support, Administration, Quality Assurance, Integrated Logistics Support, Acquisition Management, and Information Technology support to the PM. The contractor shall provide as specified by individual task orders any and all Program Management Support Services identified within this document for Army Program Offices worldwide.

### **2.0 CONTRACTOR RESPONSIBILITIES**

The specified tasks required of the contractor's personnel are defined below. The Government shall retain the right to refuse any person who is bid that does not meet the qualifications required to perform any specified tasks.

a. Systems Engineering: These services include general systems engineering, systems implementation planning, target development, and system test and evaluation. Products include various specifications, plans, analyses, modeling, simulations, and reports.

b. General Support Engineering: Services include reviewing engineering output in the areas of systems level operation and maintenance procedures, performance improvements criteria, tools assessments, metrics management, quality assurance, configuration management, maintenance practices, and technical orders. Assist the PM with the design, development, review, and analysis of scheduling and logistic activities. Monitor and review manuals, regulations, pamphlets, and various Army acquisition documentation for applicability to the PM.

c. Test and Evaluation: Services include coordinating the PD with the IPT on test schedule, location, review of TEMP, System Evaluation Plan, Evaluation of Test Hardware, Detailed Test Plan, Test Incident Reports, collected test data, final test System Evaluation Report, test planning, surveys, test monitoring, reports and recommendations.

d. Technical Studies, Investigations or Analyses: Services include feasibility investigations, engineering and ILS investigations, BOIP (Basis of Issue Plan) for items, cost analyses, and analyses and evaluation of equipment,

systems, COTS or GOTS software products, and market investigations, quantities of deliveries, and assemblage of items.

e. Information Technology products include database development/maintenance, CD-ROM development, software development, data automation requirements, performance/detailed specifications, plans, manuals, analyses, reports, system operations, installation, maintenance, enhancements, configuration management and training programs.

f. PM Administrative Support: Provide the following services: clerical, mail, message, and facsimile processing, reproduction services, graphics support, and a technical data library. Additionally, in a facility coordinator role the contractor shall provide assistance with physical security, clearance verification, receptionist duties, and visitor control.

g. Presentation Materials: In conjunction with the completion of tasks issued to accomplish the requirements of this SOW, the contractor may be required to provide various presentation materials. Types and quantities of the required materials will be specified in conjunction with the applicable CDRL.

h. Meeting Reports: The contractor may be required to prepare reports on selected meetings conducted exclusively between the contractor and the government. Task Orders will be issued to identify the requirement for any such reports and they will be tied to an existing CDRL.

## **2.1 APPLICABLE DOCUMENTS**

a. Documents that are applicable to the effort associated with this Statement of Work (SOW) are listed. It should be noted that MIL-STDs referenced are for information/guidance purposes only unless specified in individual task orders. These documents are in current usage by the PM and as such serve to define further typical DoD standards and parameters, which must be considered by the contractor. The contractor shall include pertinent references to these documents in its final products. The contractor shall have a working knowledge of relevant rules, regulations, and directives in order to eliminate a lengthy learning period. This listing of Applicable Documents may not include all documents which will be required for this effort. Additional documents relevant to this effort will be specified on the individual Task Orders awarded. Changes/updates to the following list will be addressed in the respective Task Order.

DoDD 5000 Series Documentation

DoDI 7045.7, 9 Apr 87                      Implementation of the Planning, Programming and Budgeting System (PPBS), Thru Change 1

DoDD 7045.14, 28 July 90      The Planning, Programming and Budgeting  
System (PPBS)(Including Change 1)

DFAS-IN Regulation 37-1, 18 Sep 95      Finance and Accounting Policy  
Implementation

DFAS-IN Manual 37-100-99,      Financial Management – The Army  
Management Structure (Fiscal Year 99)

MIL- HDBK-881, 2 Jan 98      Work Breakdown Structure

AR 70-1, 15 Jan 98      Research, Development, and Acquisition, Army  
Acquisition Policy

DoD 7000.14-R,      DoD Financial Management Regulation

AR 380-67, 9 Sept 88      Department of the Army Personnel Security  
Program W/ AMC Supplement 1

AMC Pam 715-13, 1 May 96      C/SSR Joint Guide

b. Any Task Orders issued to the contractor which contain references to documents not listed will have those documents attached as part of the tasking documentation or will have instructions as to how to obtain the required documents. The contractor will utilize a technical library on-line when available. When the requirements of the applicable document conflict with the instructions set forth in the tasking document, the contractor should bring this to the attention of the COR/Procuring Contracting Officer.

c. The contractor shall assist in developing, maintaining and updating DODD-5000. documentation. In addition, the contractor shall assist in preparing and coordinating program documents and reports required by external agencies to include the Department of the Army Staff. The contractor shall participate in DA-level Integrated Product Teams. The contractor shall assist in preparing the milestone documentation packages to support Milestone decisions.

## **2.2 CONCEPT FOR OPERATIONS**

a. The contractor shall support those organizational elements specified. The basic concept for the relationship of organizational elements is that of the Project Manager and Product Managers or Product Directors establishing program objectives. Managers will evaluate performance of the activities to determine if objectives are being achieved in a timely, cost effective manner. Any necessary correction or redirection will be brought to the attention of the Contracting Officer's Representative (COR).

## **2.3 MISCELLANEOUS**

a. In addition to labor hours and ordinary materials, there will be, on an as needed basis, a requirement for several categories of materials to meet special short lead-time or short term requirements such as subcontracting, emergency purchases of supplies, TDY, inter-site travel, training, and quick reaction capabilities involving materiel packing, handling, and special shipping. Such efforts will be documented on delivery orders and will be purchased on an individual basis per the direction of the PCO.

b. Travel will include frequent local area meetings and less frequent trips to field offices and contractor facilities at a variety of locations throughout the United States. Overseas travel also may be required. Travel requirements may arise on short notice and may involve TDY.

c. Contractor personnel may be required to attend training courses at the request of the government. Training will include only those specialized courses necessary for the proper support to the project office and must have the approval of the Contracting Officer. BPA holder personnel proposed to meet the Government Statement of Work (SOW) must possess the education, experience and skills of their FSS labor category and they are expected to be able to meet the minimum requirements of the SOW without training at the expense of the Government. Training to meet such minimum requirements must be provided by the BPA holder and be included in the fixed price labor rates. In situations where the "Government User" being supported by an order under the basic contract requires some "unique" level of support beyond the minimum requirements of the SOW because of program/mission-unique needs, then the BPA holder may directly charge the cost of the training as an ODC under the task order, provided that the training is authorized in the order.

d. Emergency purchases of supplies in response to a quick reaction requirement may be required, but only with the approval of the Contracting Officer.

e. Subcontracting, including consultants, may be utilized as a contingency in order to react to short lead-time, short term or special needs requirements with the approval of the Contracting Officer.

## **3.0 TASK ORDER MANAGEMENT**

The contractor shall designate one on-site individual who is responsible for the cost, schedule and technical performance described herein. The contractor shall determine the management, organization authority, responsibility, controls, as applicable to this project. The contractor shall schedule work and staff in an optimum manner focusing on economies and efficiencies. The contractor must remain flexible and responsive to a changing

acquisition management environment that often has new direction and revised priorities. The contractor shall plan, coordinate, and supervise all assigned tasks to insure the tasks are completed within the time required and in the quality expected. The contractor shall maintain an accurate, job time-cost accounting system that will permit the examination of the contractor's cost-effectiveness and manpower utilization in support of the Government.

### **3.0.1 SCHEDULE AND COST**

The contractor project manager shall manage the schedule of work, which allows his work force to meet the delivery of products as specified by the government. The contractor shall determine all major and minor problems associated with the areas of cost and scheduling techniques and shall recommend solution(s) to these problems and propose alternatives or solutions to all problems identified. The contractor shall notify the government of all revisions to the engineering and management methods and techniques utilized.

### **3.0.2 CONTROLS**

The contractor shall establish control over the use of man-hours in delivering the products of this project. The contractor shall determine the control needed to prevent the use of work codes or project numbers by unauthorized personnel.

#### **3.0.2.1 SCHEDULE AND COST TRACKING**

The contractor shall determine the method for assessing the cost, schedule, and technical performance of the work of this project. The contractor shall determine the procedures for relating cost to schedule and technical performance to assess the logical relationship of these three factors as they apply to relevant tasks. Contract Funds Status Reports are required in accordance with Task Orders.

#### **3.0.2.2 MANAGEMENT REVIEWS**

The contractor shall present and administratively support progress reviews. These reviews will be held at the PM or the contractor's facility in accordance with the Task Orders. The topics of these reviews shall include staffing, management concerns, scheduling, costs, planned procurements, identification and discussion of program issues, and status of resolved or unresolved action items from previous meetings. The contractor shall make input to the agenda.

### **3.0.2.3 STATUS REPORT COST AND PERFORMANCE**

The contractor shall prepare and deliver a CDRL item entitled Project Status Report Cost and Performance in accordance with individual Task Orders. This report shall contain a summary of staffing by category and summary of work performed during the reporting period; updated milestones to reflect changes in the project schedule; a synopsis of all meetings and travel the contractor has conducted in performance of the contract; all approved government task revisions; a synopsis of contractor proposed contractual amendments; a detailed description of all problems, risks, or delays experienced during the reporting period, and a description of all planned activity during the next reporting period (including risks and risk mitigation for the prospective effort). These reports shall indicate performance in terms of predicted and planned progress against actual progress. Cost performance shall include budgeted versus actual expenditures.

### **3.0.2.4 DELIVERABLE MANAGEMENT**

Individual taskers shall be maintained in an electronic form and backed-up to ensure immediate availability should a “hard-copy” (paper) version be required. Every effort will be made to provide a “paperless” environment. The contractor shall maintain a data base to track the status of taskers, deliverables/CDRLs.

## **3.1 PROGRAM MANAGEMENT**

A principal area of focus for the contractor work force shall be to provide management assistance for many of the functions assigned to the PM and other Army Project Offices. These functions are divided among the organizational elements of the PM and other Army Project Offices. The contractor shall provide support necessary to develop schedules, cost estimates, required documentation, and analyses of all aspects of acquisition management, business management and congressional liaison.

### **3.1.1 PROGRAM COST ESTIMATING AND ANALYSIS**

#### **3.1.1.1 COST ESTIMATING AND ANALYSIS**

The contractor shall collect, review, and update cost data for software and hardware products, and prepare other special cost estimates. Virtually all of this work is to be conducted on-site with limited travel involved. The contractor shall use spreadsheet models and other government provided tools. The Government will approve all the tools and the methodology used in cost estimating. All estimates are to be updated as required. The contractor shall provide personnel

cognizant with applicable Army and DOD costing regulations. Most importantly, all products shall be documented in order to create an audit trail for the government cost representative and shall be subject to internal and external reviews.

### **3.1.1.2 COST ESTIMATING**

a. The contractor shall provide the services to update estimates for the PM products and other associated projects and programs based on data from the PM and other activities, which either define the system requirements in more detail or define alternate program acquisition strategies.

b. In performing these tasks, the contractor shall prepare cost estimates for:

1. Software,
2. Hardware,
3. Pre-planned, Product Improvement,
4. Testing,
5. Training,
6. Research and Development,
7. Military Construction, Fielding, Sustaining,
8. Module and Unit Costs, and
9. Miscellaneous Costs.

c. These estimates shall be developed in a timely manner and in accordance with the requirements for presentation of Life Cycle Cost estimates for Army systems. The contractor shall be able to update cost estimates to current-year dollars, then year dollars, project base year dollars, or any other base year designated by PM personnel using the most current DOD inflation indices. The contractor shall develop estimates on a funding appropriation basis and on a logistics category basis for each program.

### **3.1.2 ASSISTANCE IN DEVELOPING POSITIONS**

The Contractor shall provide comments to program managers in areas such as:

- a. Architectural changes,
- b. New or changed prototyping strategy,
- c. Incorporation (or deletion) of new (or existing) technical requirements,
- d. Changes in planned organizational usage and ILS concepts,
- e. Sizing of impact of hardware changes on software and vice-versa, and
- f. Funding justification and cost accounting.

### **3.1.3 REVIEWS AND STUDIES**

As required, the contractor shall provide reviews and/or studies of other program cost analyses, data base analyses, or other related activities. The contractor will assist with Integrated Product Team (IPT) meetings and shall record and publish minutes. The contractor will assist in preparing for Milestone/Program reviews and will record and publish the results. The contractor shall document findings, lessons learned, and report the same to the government in a timely manner.

### **3.1.4 MASTER INTEGRATED SCHEDULE**

The contractor shall assist in the maintenance of a Master Program Schedule. This schedule shall be integrated in such a manner as to account for significant dependencies.

#### **3.1.4.1 PROJECT SCHEDULE ADMINISTRATION**

The contractor shall provide assistance and training to program office personnel in developing schedules for their offices and directorates. This assistance and training shall include direction in the use of MS Project 95, MS ACCESS, and methods for integrating proposed and "what-if" schedules into the project office master schedule.

#### **3.1.4.2 MILESTONE TRACKING**

When inputting proposed schedules as a subset of the Master Schedules, the contractor shall report schedule deviations for all milestones. For key milestone deviations reflecting slippage, the contractor shall identify the impact of the slippage and project office action necessary to support on-time completion of the end activity. The contractor shall assist in the importing of contractor schedules into the PM Master Schedule by project.

### **3.2 PROGRAM MANAGEMENT DOCUMENTATION**

The contractor shall provide recommendations to the program manager for developing and/or maintaining the acquisition management documentation required by DoD 5000 series, and applicable Army regulations. A primary function of the contractor is to review all documentation for continuity, compliance, and accuracy; making recommendations for corrections and improvements. This documentation includes, but is not limited to the following:

1. Mission Need Statement,
2. Operational Requirements Document (ORD),
3. Program Life Cycle Cost Estimate,
4. Acquisition Program Baseline (APB),

5. Test and Evaluation Master Plan (TEMP)
6. Modified Integrated Program Summary (MIPS) with all annexes,
7. Integrated Support Plan (ISP),
8. Program Management Plan (PMP),
9. Defense Acquisition Executive Summary (DAES),
10. AAE/VCSA Data Book,
11. System Threat Assessment Report (STAR),
12. Critical Intelligence Parameters (CIP),
13. Cost and Operational Effectiveness Analysis (COEA),
14. Competitive Alternative Source Waiver,
15. Memorandum of Agreement,
16. Memorandum of Understanding,
17. P-Forms, R-Forms and P18a Forms,
18. Smart Charts,
19. Quad Charts,
20. Congressional Briefing Books,
21. Acquisition Strategy Reports (ASR),
22. Milestone Read – Ahead Packages,
23. Exit Criteria,
24. Integrated Logistics Support Plans (ILSP),
25. Training Development Plans (TDP)
26. Material Fielding Plans (MFP),
27. Material Fielding Agreements (MFA),
28. Risk Assessments.
29. Army Acquisition Program Executive Reporting System (AAPERS)
30. Selected Acquisition Report (SAR)
31. Solicitation documentation
32. Handbooks

### **3.3 ENGINEERING SUPPORT OF PM PRODUCTS**

a. System, hardware, and software engineering input required on engineering changes and upgrades of the PM products is to be compatible with the common hardware/software. The contractor shall also configure hardware, software and communication systems for demonstration and fielding and will install systems both at the PM and at other sites designated by the Government.

b. The contractor shall provide engineering input to system Product Managers, Product Directors, and Action Officers in engineering analysis of computer-assisted technologies employed. For these engineering analyses, the contractor shall have working knowledge of system threat assessments pertaining to survivability in electromagnetic, ADP (data corruption), and chemical contaminated environments. The engineering analyses shall consider, but not be limited to life cycle costs (5-10 years), value engineering, and engineering changes submitted to the Project Management Office for approval.

The analyses shall also consider engineering alternatives in computer-assisted technologies such as data processing architectures/configuration for intelligence operations at Echelon Above Corps (EAC), Corps, Heavy/Light Division, and special intelligence operations ranging from sensitive compartmented information (SCI) to unclassified security levels.

c. The contractor shall evaluate design approaches to system interfaces and develop the documentation, including System Integration Plans, to ensure interface requirements are achieved. The contractor shall report problem areas and make specific recommendations to the program office to resolve problems or issues.

d. The contractor shall evaluate design approaches to hardware use (COTS, GOTS and Development), design and architectures, system interfaces, and develop the appropriate documentation. The contractor shall report problem areas and make specific recommendations to the program office to resolve problems or issues. The contractor will evaluate RAM as well as EMI/EMC implications. Engineering analyses shall consider the cost-effectiveness of implementation of high-speed, large capacity storage and retrieval technologies for highly active, moderate, and archival transaction processing; graphical/lexical processing with high-resolution, color, flat panel displays/monitors; and the implementation of wireless LANs to enhance mobility/flexibility and to reduce setup and tear-down times. The contractor will configure systems for demonstrations, tests and fieldings.

e. The contractor shall investigate and analyze the user requirements and computer resource requirements as they relate to design issues, resource limitations, and requirements allocation. All evaluations shall include recommendations and proposed solutions. The scope of this requirements analysis work shall encompass, as a minimum, the following:

1. Pertinent Army and System Requirements,
2. Engineering Change Proposals/Requests,
3. Deviations,
4. Test Plans, Descriptions and Reports,
5. Requirements Reviews,
6. System Developer Deliverables,
7. Metrics,
8. COE,
9. PEO generated requirements,
10. Performance analysis.

f. The contractor shall provide the Communications Engineering support required to acquire and field communications products under the responsibility of the Project Management Office. This support shall encompass all phases, the acquisition process, and include the evaluation and specification of

communications architectures and operational requirements, as well as the assessment of design approaches for interfacing communications products with other Army and DoD systems. This support shall also include participation in communications product planning, reviews, and evaluations; and, evaluating and participating in the final test accreditation.

### **3.3.1 MODELING AND SIMULATION**

The contractor shall have a working knowledge of modeling and simulation (M/S) software and systems used within the Services and in particular, the Army. The contractor shall perform analyses of the various M/S capabilities and recommend the best approach to employing the existing capabilities as well as recommending a course of action for development of M/S technologies. The contractor shall also have knowledge of industry M/S capabilities that could be employed for the benefit of system trade studies. The contractor shall maintain any M/S planning documents and provide briefings when called upon to coordinate M/S applications for the systems under development. The contractor shall act as the point of contact for M/S matters as they may be addressed for the various programs.

### **3.3.2 REQUIREMENTS ANALYSIS AND VALIDATION**

Using the government approved Operational Requirements Document and the User Functional Description Document the contractor shall investigate and analyze the user requirements and computer resource requirements as they relate to design issues, resource limitations, and requirements allocation. All evaluations shall include recommendations and proposed solutions. The scope of this requirements analysis work shall encompass, as a minimum, the following:

1. Pertinent Army and System Requirements,
2. Engineering Change Proposals/Requests,
3. Deviations,
4. Test Plans, Descriptions and Reports,
5. Requirements Reviews,
6. System Developer Deliverables,
7. Metrics, and
8. Requirements Verification and Validation.

### **3.3.3 DESIGN SUPPORT**

a. The contractor shall prepare evaluations of specifications and drawings, including revisions; and participate in design reviews and audits of those documents. The contractor shall prepare for and attend meetings, requirements reviews, design reviews, working groups, and briefings related to system and software development, and security accreditation and certification assess progress against the requirements. The contractor shall report issues and/or

problems and recommend to the PM specific actions to resolve them. The contractor shall evaluate and recommend solutions to security issues and problems; and will review PM actions items and problem or discrepancy reports.

b. The contractor shall investigate and analyze the developer's design approach, methodology, processes, and ability to efficiently and effectively meet system requirements. All evaluations shall include recommendations and proposed solutions. The scope of this work shall encompass, at a minimum, supporting the following:

1. All aspects of the system design,
2. Formal and Informal Design Reviews,
3. System Developer Deliverables,
4. Metrics,
5. Test Plans, Descriptions and Reports,
6. Code Analysis/Inspection,
7. Human Factors Engineering,
8. Prototyping,
9. Access COTS and GOTS ,
10. Develop Algorithms,
11. Define Data Flow Processes.

### **3.3.4 DEVELOPMENT**

The contractor shall assist the Government in the oversight of primary contractors and their development of the PM sponsored products. Additionally, the contractor , at the direction of PM 's Product Managers, shall evaluate COTS and GOTS products, prototype system capabilities, assess the prime contractor's development processes for compliance with government approved guidelines, and evaluate contractor developed products.

#### **3.3.4.1 DOCUMENT REVIEWS**

a. The contractor shall review all development contractor produced documentation, as well as other Army and DoD documentation, considering at least the following factors as appropriate:

1. Compliance with contract standards/requirements;
2. Compliance with PM directives;
3. Adequacy in supporting system development, quality, test, delivery, and field support;
4. Changes/modifications; and
5. Impact on other systems and/or subsystems..

b. All reviews shall be in the submission of technical reports, which shall include, as appropriate, recommendations and proposed solutions.

#### **3.3.4.2 QA AND CM**

The contractor shall assist in the evaluation of and participate in software-related QA and CM processes and products. All reports shall include recommendations and proposed solutions. These processes and activities are discussed in detail in D.3.4 and shall include, but not be limited to the following:

- a. FCA/PCA,
- b. Software Management and Change Processes,
- c. Configuration Control Boards,
- d. Developer QA and CM Procedures,
- e. Developer QA and CM Results,
- f. Production Item Inspections
- g. Production Qualification Testing
- h. Follow-on Test and Evaluation
- i. First Unit Equipment Inspections

#### **3.3.4.3 TEST WITNESSING**

The contractor shall attend system and software testing, and assist in the evaluation of the developer's associated test processes, organization, test plans and procedures, and test results. All evaluations shall include recommendations and proposed solutions.

#### **3.3.4.4 SOFTWARE METRICS**

a. The contractor shall collect, analyze, and report metrics for at least the following areas:

1. Software Faults,
2. Requirements Validation, and
3. Computer Resource Utilization.

b. Contractor evaluations of metrics data shall provide a risk assessment and include recommendations and proposed solutions for minimizing risk.

#### **3.3.5 TEST AND EVALUATION**

Test and evaluation of PM systems is an integral and high visibility facet of the development effort. Just as the traditional systems development arena is becoming evolutionary, so must the test and evaluation activities. Because new regulations and guidance now permit combining types of tests and stresses the concept of continuous evaluation, for the purposes of this SOW, test and evaluation includes the following activities:

- a. Developmental or Technical Tests,

- b. Operational Tests,
- c. Government Acceptance Tests,
- d. Contractor Tests,
- e. Qualification Testing,
- f. Regression Testing,
- g. Accreditation and Certification Testing,
- h. Security Testing,
- i. Interoperability and Joint Interoperability Testing,
- j. PM systems participation in other systems test activities, and
- k. Exercise/Demonstration activity in support of continuous evaluation.

### **3.3.5.1 SUPPORT TEST PLANNING**

The contractor shall review and analyze existing test planning documentation and procedures to ensure their correctness and adequacy. The contractor will update existing documentation or draft and publish the necessary plans and procedures that document the PM testing program, incorporating command direction, and regulatory and statutory guidelines. The contractor will assist in the development and maintenance of integrated test schedules. As these documents and schedules impact on all PM directorates and many external elements, the contractor shall assist in ensuring that proper coordination is effected throughout the development process.

### **3.3.5.2 SUPPORT TEST RELATED MEETINGS AND CONFERENCES**

The contractor shall assist in the coordination of test events with other government agencies. Additionally, the contractor shall assist in the preparation, coordination, and conduct of test related meetings sponsored by the Project Office. The contractor shall attend both contractor and government operational and technical meetings, design reviews, working groups, and briefings related to testing. When directed, the contractor shall prepare, coordinate, and publish minutes documenting these meetings. For meetings outside of the Project Office, where minutes are not appropriate, significant test related issues discussed shall be documented in trip reports. The contractor shall also make recommendations to the government based on topics and issues addressed at these meetings.

### **3.3.5.3 REVIEW TEST RELATED DOCUMENTATION**

The contractor shall review all contractor and government test related documentation. These reviews shall be accomplished in a timely and accurate fashion. Particular attention must be paid to information presented, such as system details, capability statements, numerical data, and schedules, to ensure they are properly stated. Inaccurate data in these documents could cause serious problems during test and evaluation activities. Comments based on

reviews of these documents shall be prepared accurately and constructively and forwarded to the originator in a timely manner.

#### **3.3.5.4 DEVELOP TEST RELATED DOCUMENTATION**

The contractor shall develop, coordinate, and, after Government approval, publish test related documentation, specifically the Test and Evaluation Master Plan (TEMP). The TEMP must accurately describe the systems under development, the requirements that will be satisfied by this development, the test events, and the integrated schedule. The TEMP must be periodically reviewed to ensure it accurately reflects all current aspects of PM systems development. The contractor shall also, as required, prepare other test related documentation either separately or as part of documentation prepared by other PM or test community elements to include test plans, test procedures, and test reports.

#### **3.3.5.5 SUPPORT CONDUCT OF TESTS**

The contractor shall provide support to the government during the conduct of tests. While Federal regulations prohibit contractor participation in technical and operational test activities, it has proven beneficial to have contractor support on site during test conduct to assist with test related activities and to serve as a liaison with the Project Office. Further, the contractor shall support unit and system, integration, and formal acceptance testing. Due to the rapid pace and short duration of test events, quick resolution to problem situations is essential. The contractor shall provide the support required to assist in the resolution of these situations. During the conduct of the test, periodic status reports shall be provided to the Project Office by the contractor, preferably by e-mail or voice mail.

#### **3.3.6 INSTALLATION AND CHECKOUT**

The Contractor shall assist the PM with the installation and checkout of Government sponsored products. Once a product baseline has been established and approved by the Government, the contractor shall coordinate between PM Product Managers and the host site to facilitate the installation of designated products. The contractor, as a minimum, shall accomplish the following activities:

- a. Coordinate and Schedule product installation,
- b. Conduct site surveys,
- c. Submit site survey reports,
- d. Install product at Government designated site,
- e. Test and validate system operations, and
- f. Submit site installation report.

### **3.3.7 PROTOTYPING ENGINEERING AND SOFTWARE EVALUATION FACILITY**

The contractor shall provide engineering support to develop, build, and test prototype hardware and software integration efforts in support of developmental efforts. Additionally, the contractor personnel will perform equipment/hardware configuration tasks, which support prototyping activities, demonstrations, systems configuration and test activities. Related to this task, the contractor shall manage the day-to-day operations of the Software Evaluation Facility. Support shall include systems design and development, configuration management, property accountability, and access control.

### **3.3.8 DEMONSTRATIONS AND EXERCISES**

Because of the evolutionary methods being employed for system development, the PM will be deploying various products to field units in support of demonstrations and exercises. The objective is to provide timely feed back to the product developer. To this end, the contractor shall support the Government in the conduct of demonstrations and exercises by facilitating system configuration, defining interoperability requirements, establishing communications, coordinating events, and providing technical assistance to organizations and end users. At the conclusion of each demonstration or exercise, the contractor shall submit a technical assessment citing both positive and negative aspects of the product being deployed.

## **3.4 QUALITY ASSURANCE, SOFTWARE QUALITY ASSURANCE AND CONFIGURATION MANAGEMENT**

a. The services to be provided by the contractor encompass Systems Quality Assurance (QA), Software Engineering Quality Assurance (SQA), and administration of the Configuration Management (CM) program for the PM . The contractor shall assist in achieving the PM quality goals and productivity objectives for each PM sponsored system. The contractor QA and CM staff shall support:

1. Systems quality assurance (QA) -- for hardware processes,
2. Software quality assurance (SQA), and
3. Configuration management (CM) -- for hardware/software

b. The contractor shall exploit appropriate PM management information system tools, including the PM Intranet resources, in support of these efforts. The goal is to minimize the effort spent in technical review and audit fact-gathering and report writing, and to maximize the time available for analyzing and reacting on the review/audit output results and conclusions.

### **3.4.1 GENERAL QA/SQA AND CM RESPONSIBILITIES**

The following are tasks required of the contractor's QA/SQA/CM staff.

a. QA/SQA/CM Technical Plans and Documents: The PM will employ the standard configuration management practices and procedures identified in Mil-Std-973, MIL-STD\_100 for Interpretation of Drawings and MIL-T 31000 for drawings.

b. QA/SQA/CM Support Engineering: The staff shall review and audit specifications, plans, engineering studies and analyses, and general contract data requirement deliverables. Review/audit products also include reviewing prime contract engineering output in the areas of systems level operation and maintenance procedures, performance improvements criteria, tools assessments, metrics management, configuration management, technical orders, maintenance practices, and technical orders.

c. Software QA And CM Processes: These processes and activities include, but are not limited to the following:

1. Functional Configuration Audit/Physical Configuration Audit (FCA/PCA),
2. Software management and change processes,
3. PM, and designated associate contractor Configuration Control Boards (as technical advisor),
4. Develop QA and CM procedures, and
5. Preparer of QA and CM activity results (Delivered reports include recommendations and proposed solutions).

d. Independent Verification and Validation (IV&V)Support: An IV&V team shall ensure via testing and validation procedures that the fielded system meets requirements and objectives, and shall help to reduce total system life cycle cost by promoting the discovery of design errors early in the system development. Products include reports, assessments, analyses, reviews, and independent tests.

### **3.4.2 CONFIGURATION MANAGEMENT**

The contractor shall provide configuration management assistance for hardware and software to the PM. These efforts shall include but not necessarily be limited to baseline management, configuration management and configuration control audits. The contractor shall define a standard for "configuration management status accounting" record-keeping for the PM . The administration of these records will be retained by each of the PM product offices; however, the contractor shall assure the validity of the baseline configuration control

documentation through periodic audits, and assistance to the Product Managers in protecting their account status.

#### **3.4.2.1 SYSTEM SUPPORT**

a. The contractor shall review and analyze engineering drawings and associated lists for technical adequacy and conformance to contractual requirements and prepare a report detailing all discrepancies.

b. The contractor shall technically analyze new system concepts, test methods and Quality Assurance (QA) provisions prior to incorporation into the drawing package. Review maintenance operations for equipment in the field for technical adequacy and completeness. The contractor shall prepare a report detailing any inadequacies found and include recommendations for the resolutions of discrepancies.

c. The contractor shall maintain and update system documentation (i.e. system/subsystem and Software Unit Specifications, Drawings, Models, CAD/CAM Data, User, Computer Operation, and Program Maintenance Manuals.) Data Bank Maintenance and Operations Supports.

d. The contractor shall provide and supervise qualified contractor personnel on-site to maintain and operate data repository hereinafter referred to as the Data Bank. As required, the contractor shall:

1. Update and maintain hard copy, microfilm, and computer/data files to include drawings, configuration change documentation, specifications, standards, and technical manuals.
2. Perform routine preventative maintenance on a variety of on-site reproduction equipment (i.e., weekly cleaning, changing of chemicals, cleaning drums, etc.)
3. Perform generation and reproduction services (i.e., scan existing aperture cards to digital raster file, working size drawings/hard copy from aperture cards, bluelines, sepias, mylares, photopositives, viewgraphs, and reproduction and biding of technical manuals.
4. Establish and maintain a library of technical reports generated by and relevant to programs.
5. Provide graphics, and reproduction support for the presentation maintenance, and updating of specifications, standards, handbooks, Data Management Manual, and Data Management Standard Base.
6. Perform review and analysis of technical documents for proper format using the applicable specifications and standards for guidance.

#### **3.4.2.2 STANDARDIZATION**

The contractor shall provide support in the preparation, revision, amendments, and conversion of standardization documents.

#### **3.4.2.3 BASELINE MANAGEMENT**

The contractor shall maintain an active baseline file, updating the baselines as new items are approved. The contractor shall assist PM in monitoring the hardware and software contractors' configuration management efforts and make recommendations for correcting deficiencies and making improvements. The contractor shall conduct and/or participate in Physical Configuration Audits (PCA), Functional Configuration Audits (FCA), and Configuration Item Verification Review (CIVR) for selected projects.

#### **3.4.2.4 CONFIGURATION CONTROL**

a. The contractor shall review and analyze proposed technical changes to the PM functional, allocated, and product baselines, including new interfaces, draft impact assessments, and prepare comments from other PM contractors for presentation to the appropriate PM Configuration Control Board (CCB).

b. The contractor shall support the Configuration Control Board (CCB) actions on selected hardware and software projects, including impact of proposed changes, establishment of Configuration Baselines, preparation of Engineering Release Record (ERR) packages and implementation of approved ERR actions. Hardware projects, including all systems, models, and components identified for formal configuration control.

c. The contractor shall prepare recommendations for proposed upgrades and required documentation for the appropriate PM CCB, receive and process these potential baseline changes, place them under configuration control, and submit these to the Product Managers, or the appropriate PM Configuration Control Board (CCB), for consideration/approval.

d. The contractor shall review, evaluate, and maintain Configuration Management Plans (CMP) submitted to PM by contractors for control of hardware and software, and make comments for change as required. The review shall be conducted by the contractor using Mil-Std-973 as a guide. Reports of findings shall be submitted in a CMP Evaluation Report. The contractor shall prepare and revise hardware and software CMPs as requested by PM.

#### **3.4.2.5 ENGINEERING CHANGES AND VALUE ENGINEERING**

a. The contractor shall provide engineering input to Product Managers as value engineering changes (VECP), and proposed engineering changes

(P/ECP). The analyses submitted may consider engineering alternatives in computer-assisted technologies.

b. The contractor shall prepare documents for configuration management actions (i.e., Engineering Change Proposal (ECP), Request for Waivers (RFW), Request for Deviations (RFD), Notice of Revisions (NOR), Specification Change Notice (SCN), Drawings, Models, CAD/CAM data, and reproductions).

### **3.4.3 QUALITY ASSURANCE MANAGEMENT**

The contractor shall manage the PM quality assurance program to be in consonance with the directed “(Software) Quality Assurance Plan(s)”, or Contract Statements of Work (SOW), of the various contractors designated by the PM Product Managers. Default quality assurance methods, practices and procedures shall be derived from ISO 9000-1 and 9003, and software planning standards.

#### **3.4.3.1 QUALITY ASSURANCE METRICS**

##### **3.4.3.1.1 SOFTWARE QUALITY METRICS**

The contractor shall coordinate with each of the PM Product Managers to assist them in developing a “best practices” quality metrics process. A key emphasis of the “best practices” will be the identification of initiatives for product, progress and process improvements, and the control mitigation of technical/performance risks. The contractor shall receive Product Manager development contractor software and technical metric reports periodically (via deliverable contract data), and evaluate these for product, progress and process improvement. Software metrics shall comply with the guidelines established in DA Pamphlet 73-1, Test and Evaluation Procedures and Guidelines.

##### **3.4.3.1.2 RELIABILITY, AVAILABILITY AND MAINTAINABILITY METRICS**

The contractor shall assist the government with the maintenance and operation of trade-off model. The contractor shall interface with the prime contractor in collecting technical performance measures (TPM) data and analyses from predicted data and test data, evaluate allocated RAM requirements and system design to assess the ramifications to operational requirements and mission effectiveness, and recommend to the PM specific changes to satisfy SSS requirements.

##### **3.4.3.1.3 TEST SUPPORT**

The contractor shall attend QA related testing, analyze test anomalies, recommend corrective action, witness “tear down” actions, report results and

recommend actions to the appropriate PM Product Manager office to resolve non-compliance with requirements.

#### **3.4.3.2 QUALITY ASSURANCE ANALYSES**

a. The contractor shall perform analyses of hardware and software, with emphasis on process control, in order to determine whether the nominal process control and software assurance requirements are being satisfied. The contractor shall report development progress, problems, and recommend actions to the appropriate PM Product Managers to improve QA performance.

b. The contractor shall assist the Readiness Management Division Logistics Supportability functions by ensuring that PM quality assurance plans meet information collection and delivery requirements needed for Material Release; further, that these provide input to Materiel Release actions and all other Product Assurance activity related to Type Classification.

#### **3.4.3.3 QUALITY ENGINEERING**

The contractor shall perform quality engineering analyses and review environmental testing and qualification acceptance testing, review Software Anomaly Reports (SAR), Software Problem Reports (SPR), Test Incident Reports (TIR), Quality Discrepancy Reports (QDR), and provide analysis and recommendations where appropriate. Analyses shall include development of solutions where quality or reliability deficiencies exist.

#### **3.4.3.4 TECHNICAL REVIEWS AND AUDITS**

The contractor shall participate in design reviews and audits at the prime contractors' facilities, at the PM, and other locations, as necessary to assess progress against QA/SQA requirements. The contractor shall review and evaluate engineering, technical, and planning documentation for current and advanced systems. The documentation reviews may include: system specifications, design specifications, technical support documents, operational documents, test documents, and maintenance documents. As a minimum, the contractor shall provide identification of technical deficiencies, inconsistencies and obsolete methodology and data in documentation review.

#### **3.4.3.5 DOCUMENT REVIEWS**

a. The contractor shall review contractor produced documentation, as well as other Army and DoD documentation for compliance with contract standards/requirements and adequacy in supporting system development, quality, test, delivery, and field support.

b. All reviews shall include recommendations for improvement and proposed solutions. The following list characterizes the type of documents to be reviewed:

1. System Specifications,
2. Interface Requirements Specifications, or, Interface Control Documents,
3. Prime Item Design or Product Specifications,
4. Software and Hardware Requirements Traceability Reports,
5. Software Requirements Specifications,
6. Software Development Plan,
7. Software Metrics and Anomaly Reports,
8. Software Quality Program Plans, and Reports,
9. Software User Manuals,
10. Computer Software Operator Manuals,
11. Software and System Test Plans, Procedures, and Reports,
12. Version Description Documents,
13. Configuration Management Plans,
14. Risk Management Plans, and Reports.
15. Software Development Folders, and
16. Requirements Trace Matrix.

#### **3.4.4 DIRECTED INDEPENDENCE VERIFICATION AND VALIDATION (IV&V)**

##### **3.4.4.1 DEVELOP SOFTWARE IV&V AUDIT/CHECKLIST FORMS**

The contractor shall develop forms, based upon applicable project standards and procedures, which will be used to assess prime contractor work in the areas of software product development, quality assurance, configuration management, and test and evaluation.

##### **3.4.4.2 AUDIT DEVELOPMENT CONTRACTOR SOFTWARE QUALITY ASSURANCE AND CONFIGURATION MANAGEMENT (SQA/CM)**

The contractor shall audit SQA/CM participation in developer activities. SQA/CM effectiveness and compliance with project standards shall be evaluated. Technical reports shall be to document areas of concerns and recommendations for improving the evaluated contractor's SQA/CM effectiveness.

##### **3.4.4.3 CONDUCT INDEPENDENT TESTING**

When requested by the Product Manager, the contractor shall test the software against test issues and criteria established by government technical and operational test organizations. The objective of this testing shall be to identify functional, performance, or security deficiencies which could impact on the ability of the system to perform to government standards. The contractor shall develop

and maintain independent test plans and procedures. The test planning shall include:

1. Equipment requirements and configuration for test,
2. Deviations from target hardware and software configurations,
3. Test structure,
4. Test schedule,
5. Test limitations,
6. Test dependencies,
7. Data collection,
8. Operations/processes required to evaluate data,
9. Reporting of results,
10. Failure reporting, and
11. Maintenance of test and system logs.

### **3.5 INTEGRATED LOGISTICS SUPPORT**

#### **3.5.1 INTEGRATED LOGISTICS SUPPORT MANAGEMENT**

The contractor shall maintain ILS management documentation to support type classification, integrated logistics support, logistics engineering, material release, materiel fielding, supportability, sustainment, Integrated Logistic Support Plan (ILSP), and other long range plans and studies as necessary in accordance with the appropriate regulations for PM sponsored systems. In support of these initiatives, the contractor shall develop milestone schedules and maintain continuity of all ILS deliverables.

#### **3.5.2 LOGISTICS SUPPORT ANALYSIS (LSA)**

The contractor shall provide technical assistance to ensure LSA and its reports are used in the development of PM sponsored systems. The contractor shall review, analyze, assess, and report on the prime contractors' LSA documentation being developed for PM sponsored systems. LSAR Master Files will be available.

#### **3.5.3 MAINTENANCE PLANNING**

The contractor shall assist in the development of maintenance concepts and plans which will describe the levels of maintenance to be used in fielding. The Contractor shall review all related system hardware contracts and all other Government provided planning ensure that all maintenance requirements and factors are captured and documented for PM sponsored systems. The contractor shall participate in all Logistics and Maintenance demonstrations, as well as ILS Management Team meetings and submit appropriate technical reports when requested by the Government.

#### **3.5.4 TECHNICAL PUBLICATIONS**

The contractor shall assist the Government in the compilation, review, and verification and validation; and, as directed by the Government, develop Technical Manuals and Documentation for PM sponsored systems. Assist the government in verification and if required with contractor validation.

#### **3.5.5 LOGISTIC DEMONSTRATION/MAINTAINABILITY DEMONSTRATION**

The contractor shall provide Subject Matter Expertise (SME) input to various logistics test and evaluation documents for PM sponsored systems. These include the logistics demonstration and the maintainability demonstration and various technical tests. The contractor shall assist in the development and confirmation of the adequacy of the system support package. The contractor shall develop fault insertion lists, red-line technical documentation, and develop ILSP.

#### **3.5.6 PACKAGING, HANDLING, STORAGE TRANSPORTATION PLAN (PHST)**

The contractor shall provide inputs to the PHST requirements for PM sponsored systems.

#### **3.5.7 MATERIAL FIELDING**

The contractor shall provide input in creating and updating the material fielding, delivery plans, and associated documents for PM sponsored systems. These actions shall include the necessary letters of notification, MOAs, conducting of site surveys, and assistance to the receiving units to provide the appropriate planning for facility requirements.

#### **3.5.8 SUPPLY SUPPORT**

The contractor shall provide assistance in the provisioning process and support in evaluating (1) the spares requirements and parts standardization and (2) the range and quantity of support items necessary to operate and maintain a system for the first year fielded. The contractor shall participate in all phases of the development of the sparing concepts through SSP and SSPCL development and validation to sustainment. The contractor shall support ILSMT meetings, participate in provisioning conferences, provide input to the sparing concept, ensure provisioning is accomplished during material fieldings and participate in demonstrations and tests. The contractor shall prepare and evaluate lessons learned based on fielded systems and post-production support.

### **3.5.9 TEST, MEASUREMENT, AND DIAGNOSTIC EQUIPMENT (TMDE)**

The contractor shall provide input to the development and assistance with the evaluation of TMDE requirements for sponsored products. Test Requirements Documents will be provided.

### **3.5.10 TRAINING OF SPONSORED PRODUCTS**

The contractor shall provide training support for PM sponsored products. Training initiatives shall address the development, implementation, and conduct of training for operators, supervisors, maintenance, and managers; evaluation of contractor developed training products; development of the Qualitative and Quantitative Personnel Requirements Base of Issue Plan; the Outline Individual; and Collection Training Plan, and New Equipment Training Plans. All training shall be developed in accordance with and evaluated against the tenets of Instructional Systems Development (DA Pamphlet 350-30) and MIL-STD-1379D, Contractor Training Programs. The contractor shall assist in coordination and scheduling of all training activities to ensure responsiveness to PM requirements. The contractor shall investigate and develop alternatives to the standard classroom methodology, i.e., distance learning and virtual classroom. As a minimum, when directed by the Product Manager, the contractor shall develop the following courseware:

1. Task and Skills Analyses,
2. Training Plans,
3. Instructor Lesson Plans,
4. Student Guides,
5. Audio/Visual Aids,
6. Computer Supported Learning Activities (Training Scenarios),  
and
7. Student Course Evaluation Forms.

### **3.5.11 DESIGN INFLUENCE AND INTEGRATION OF LOGISTICS**

The contractor shall provide technical advice as it pertains to design reviews (IPRs, PDRs, CDRs, Monthly, and Quarterly reviews, etc.) for PM sponsored systems to insure that all logistical aspects have received appropriate consideration, advise the government of the full range of logistic impacts of system Training Software from requirements definition through acquisition and evaluation, and perform Logistics Engineering design trade-off analysis and support the evaluation of Operations and Support cost impacts on design changes. The contractor shall develop program test plans and procedures for an integrated diagnostics assessment of program support. The contractor shall provide reports of its evaluations of the prime contractor's efforts in achieving objectives in the above areas of ILS.

### **3.5.12 PROVISIONING**

The contractor shall report on its technical analysis of provisioning requirements for PM sponsored systems.

### **3.5.13 STANDARDIZATION AND INTEROPERABILITY**

The contractor shall evaluate and identify actions necessary to ensure standardization and interoperability of the system within Army, DoD and NATO and other allied countries for PM sponsored systems.

### **3.5.14 TRANSPORTABILITY PLANNING AND DOCUMENTATION**

The contractor shall provide input to the transportability planning and the development of documentation under the DoD Engineering for Transportability for sponsored products. The contractor will participate in pre-material release activities and will coordinate for releases and approvals.

### **3.5.15 MANPOWER AND PERSONNEL INTEGRATION**

The contractor shall assist the government in monitoring the development and evaluation of the MANPRINT aspects of the sponsored products. The contractor will provide human factor recommendations and participate in field surveys and design reviews.

## **3.6 INFORMATION TECHNOLOGY**

The contractor shall support all computer-related management activities. The contractor's duties will include hardware research, specification, and installation. The contractor will also include software research, installation, and training of users. The contractor shall maintain a Help Desk facility to resolve users' problems and to track such activities. The contractor shall work towards minimizing redundant and paper-intensive tasks by implementing computer-based solutions where appropriate. Also, given the growing usefulness of the Internet in general and the World-Wide Web in particular, the contractor will facilitate access to Internet-based resources, and work to provide information to others – remote members of the Program Office as well as the general public – using this medium.

### **3.6.1 SYSTEMS MANAGEMENT**

a. The contractor shall ensure that systems be available 95% of the time or as required by individual task orders. The systems shall be available twenty-four hours a day, seven days a week. The contractor shall provide notification to the PM POC in the event that a system or systems will be unavailable for any period of time greater than 15 minutes. The contractor IT Manager or his

representative shall attend all meetings related to the LAN. All contractor IT managed systems shall conform to security guidelines described below under Information Security. When enhancements, upgrades or additional systems are required the contractor shall work with the PM POC to clearly identify the requirements. The contractor shall then develop enhancements, upgrades or additional systems according to Government approved design plans.

b. The contractor shall provide technical staff for PM Network Services operations. This will include server(s) system administration, Help Center support, PC technical support for hardware and software maintenance, and maintenance of the on-line filing system.

### **3.6.2 LAN ADMINISTRATION/MAINTENANCE**

The contractor shall support a PC-based workstation for each employee assigned to the PM. The workstations shall be configured to access the LAN and software packages for office productivity (spreadsheet, word processing, scheduling), electronic mail and internet web-browsing shall be provided and configured. The contractor shall provide remote access to the PM LAN for authorized personnel. The remote access shall allow users to access electronic mail, shared files on the LAN and internet connectivity. The contractor shall conduct various type of engineering and ILS investigations and efforts to support the work described herein.

### **3.6.3 SUPPORTING SERVICES**

a. The contractor shall provide the capability to print documents from any LAN workstation to a network printer.

b. The contractor shall provide public hard disk space on the network servers for commonly used file access.

c. The contractor shall provide individual hard disk space on the network servers enabling users to backup workstation data and providing supplemental hard disk space.

d. The contractor shall maintain PM databases. Database maintenance shall include access maintenance, database backups and modifications as required.

e. The contractor shall develop and maintain a PM intranet for simple and efficient file management and sharing within the PM.

f. The contractor shall maintain a PM LAN configuration database. The contractor shall maintain a system for dealing with assistance requests. The system must address acknowledgement of all requests within one hour, a

procedure for service, based on criticality, and an estimate of time to repair. Equipment that continues to cause user problems should be identified for repair or replacement.

g. The contractor shall provide Helpdesk support during the core hours of 7:00AM to 4:30PM or as required on specified Task Orders . The contractor shall maintain a service call database that tracks all IT related service calls. Contractor Helpdesk personnel shall be available by phone and electronic mail during core hours and shall enter all service calls into the service call database and notify other members of the contractor of the call. The contractor shall respond to all service calls within one hour and resolve all service issues.

#### **3.6.4 INTERNET SERVICES**

The contractor shall coordinate with the POC's of government facilities to ensure connectivity to the Internet. This connectivity will allow basic TCP/IP services to be used between PM and hosts on the Internet. These include Telnet, FTP, and HTTP protocols. The contractor shall maintain a Firewall between the PM LAN and the Internet to prevent unauthorized access to local machines. The Firewall allows several basic TCP/IP services to pass through it after authorization and packet analysis, but the Contractor shall create additional proxy services to allow other TCP/IP protocols to pass through it for mission-related activities. Maintenance of the Firewall necessitates the maintenance of local a Domain Name Service, which shall be run on two different servers. The contractor shall provide Simple Mail Transfer Protocol (SMTP) connectivity between PM and the Internet via the connection through Fort Belvoir.

#### **3.6.5 WEBSITE MAINTENANCE AND DEVELOPMENT**

The contractor will maintain a web server for the hosting of PM World-Wide Web pages for the public. The contractor shall update existing Web pages and create new ones as needed. They shall track web site usage statistics and present reports based on those numbers.

#### **3.6.6 HARDWARE AND HARDWARE MAINTENANCE**

a. The contractor shall perform hardware maintenance for all contractor IT managed systems and shall determine whether the most cost effective method of repair is off-site or on-site. The contractor shall coordinate with the PM Property Book Officer on all off-site repairs, equipment replacement, the return of equipment to vendors, or the movement of equipment from one work station to another.

b. The contractor shall specify the required connection equipment (such as switches, dial-in modems, VTC equipment, printers, and NIC cards). The contractor shall identify any required new desktop or portable hardware.

### **3.6.7 SOFTWARE**

The contractor shall determine whether Standard COTS software will be provided to support all current and planned PM processes.

### **3.6.8 FILING SYSTEM**

The contractor shall maintain the filing system on the appropriate server(s). A standard operating procedure will be written and training provided to facilitate rapid acceptance of this filing system by all PM personnel. The filing system will include an open "users" section, a protected "public" section, and an official storage "archives" section. Routine backups and files housekeeping procedures should be part of the system.

### **3.6.9 ELECTRONIC MAIL AND CALENDARS**

The contractor shall utilize the Exchange server and Outlook, the PM network service will allow PM (core and matrix) personnel to receive email and view appropriate calendars. The PM email address will remain the same.

### **3.6.10 REMOTE OPERATIONS**

The contractor shall ensure the PM has excellent remote access to the Expanded LAN Support System. The present system is a high-speed multi-user modem-based dial in system.

### **3.6.11 VIDEO TELECONFERENCE CENTER**

The contractor shall provide support and assistance with the VTC center(s): monitor equipment to assure it is operational, report problems that require repair or replacement to the government, assist personnel in the set up of VTCs and operation of equipment.

### **3.6.12 BRIEFINGS AND REVIEWS**

The contractor may be asked to attend briefings related to the Expanded LAN Support System. There will be a kick-off meeting shortly after the award of the contract, briefings in conjunction with system decision points, and quarterly in process reviews to summarize status, identify outstanding issues and discuss optional solution with the government.

### **3.6.13 INFORMATION SECURITY**

The contractor shall be responsible for information security on the PM LAN and shall ensure that all systems are current and any security patches or fixes are applied. The contractor shall follow security guidelines as provided by

the Army Computer Emergency Response Team (ACERT). The contractor shall follow security directives from the PM.

#### **3.6.14 USER TRAINING**

The contractor shall provide familiarization computer training. The primary emphasis will be on desktop operating system, word processing, spreadsheet, graphics, electronic mail and scheduling packages. The contractor shall design training programs on the approved commercial or agency supplied software packages. This training shall be of sufficient length and detail to allow the user to acquire different levels of expertise as desired.

### **3.7 PROJECT ADMINISTRATION SUPPORT SERVICES**

#### **3.7.1 GENERAL ADMINISTRATIVE REQUIREMENTS**

The contractor shall perform the following administrative services in support of PMs. The contractor's employees shall remain under the contractor's direct supervision at all times. Although the Government will coordinate directions and tasks within the scope of the contract, detailed instructions for contractor employees shall remain the responsibility of the contractor.

##### **3.7.1.1 CLERICAL ADMINISTRATIVE SUPPORT**

The contractor shall support the project offices with an administrative support pool for typing, word processing, and data entry tasks. This support pool will involve no more than one or two personnel and will be physically separated from the government personnel. The supervision and direction of the personnel in that pool shall remain the responsibility of the contractor. All word processing tasks requested by PM must be accompanied by a task order form available at the service desk. The requester's government supervisor will establish a priority, sign the work order, and leave it with the service desk. Completed work is passed back to the government through the service desk operated by the contractor. This individual is not to perform any of the typical secretarial functions such as filing, telephone answering, travel coordination, or any other task in support of any specific government worker.

##### **3.7.1.2 MAIL RECEIPT AND DISTRIBUTION**

The contractor shall process all official incoming and outgoing mail, documentation and packages, sort and provide for appropriate distribution, collect all official outgoing mail and packages, and deliver to mail room or to appropriate personnel in the PM. In addition, the contractor shall operate a full service distribution center.

### **3.7.1.3 REPRODUCTION AND EXPENDABLE SUPPLIES**

The contractor shall provide central reproduction service and maintain satellite copier stations as appropriate for individual task orders. The contractor shall manage all reproduction activities for office personnel, and maintain and operate reproduction machines. In addition, the contractor shall order, control, and maintain adequate stock levels issue; and account for consumable supplies.

### **3.7.1.4 SECURITY SUPPORT**

a. The contractor shall ensure that all personnel on-site shall have SECRET clearance. Contractor personnel shall adhere to government requirements for security badges at all government and affiliated contractor facilities. Contractor shall provide individuals with appropriate clearances, depending on need-to-know. Clearances will be up to TS/SCI.

b. The contractor shall provide support for the following tasks:

1. Maintaining the incoming visitor database;
  2. Identification Badges for incoming visitors;
  3. Maintaining PM personnel clearance database to include outgoing collateral Clearances;
  4. Preparing civilian Ids, requesting Pentagon Passes, and fingerprinting;
  5. Logging in of Collateral Classified documents,
- Maintaining SCI clearance database for incoming SCI clearances; and

### **3.7.2 SOFTWARE EVALUATION FACILITY**

The contractor shall provide facility support to oversee the day-to-day operations. In addition to technical engineering and development tasks, the support contractor shall assist the government in property accountability, configuration management, hardware configuration, execution of demonstrations and access control.

### **3.7.3 GRAPHICS SUPPORT**

The contractor shall prepare artwork, charts, viewgraphs, and graphs and convert them into 35m, black and white, color slides, if needed, for meetings and briefings using Government-owned computers with government owned software. This includes periodic support to PM field locations and remote sites. This graphics support pool is physically separated from government personnel and the supervision of graphics personnel is the responsibility of the contractor. The contractor shall update and maintain a graphics database of all artwork, charts, viewgraphs, slides etc. that were developed in the past, as well as all future work.

The contractor shall provide artwork and layouts for advertisements, award certificates and plaques.